



UVA WELLASSA UNIVERSITY OF SRI LANKA

2024 - 2026 Strategic Corporate Plan

"The Center of Excellence for Value Addition"



2024-2026 Strategic Corporate Plan

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ABBREVIATIONS

Abbreviation	Abbreviated Term
AHEAD	Accelerating Higher Education Expansion and Development
ASL	Assisted Self Learning
BBM	Bachelor of Business Management
BSc	Bachelor of Science
BTech	Bachelor of Technology
CGU	Career Guidance Unit
CODL	Centre for Open and Distance Learning
CQA	Centre for Quality Assurance
DR	Deputy Registrar
EC	Environment Committee
ELSE	English Language Skills Enhancement
ELTA	Enriching Learning, Teaching and Assessment
ERP	Enterprise Resource Planning
FASEA	Faculty of Animal Science and Export Agriculture
FOAS	Faculty of Applied Sciences
FOM	Faculty of Management
FMED	Faculty of Medicine
FOTS	Faculty of Technological Studies
GA	General Administration
HR	Human Resource
ICT	Information Communication Technology
IT	Information Technology
KPI's	Key Performance Indicators
LMIC	Lower-Middle Income Country
LMIS	Library Management Information System
LoA	Letter of Agreement
MIS	Management Information Systems
MoU	Memorandum of Understanding

PEU	Physical Education
PGU	Postgraduate Unit
PhD	Doctor of Philosophy
RC	Research Committee
SA	Student Affairs
SAR	Senior Assistant Registrar
SDC	Staff Development Centre
SLQF	Sri Lanka Qualification Framework
SME's	Small and Medium Enterprises
Sq. Ft.	Square Feet
SWOT	Strengths, Weaknesses, Opportunities and Threats
TLA	Teaching, Learning, Assessment
UBL Cell	University Business Linkage Cell
UGC	University Grants Commission
UMIC	Upper Middle-Income Country
UWU	Uva Wellassa University
VC	Vice Chancellor
VLE	Virtual Learning Environment

MESSAGE FROM THE VICE CHANCELLOR



It is with great pleasure that I introduce the Strategic Corporate Plan 2024-2026 of Uva Wellassa University (UWU). This plan serves as a comprehensive framework to steer decision-making, prioritization, and continuous performance management at UWU over the next three years. The development process of this plan has provided us with the opportunity to engage in collaborative discussions, articulate our objectives for the coming years, and chart a course towards realizing our collective vision.

The goals outlined in this three-year plan embody the aspirations and ambitions of UWU, aiming to establish the university as a globally recognized institution of academic excellence. Aligning with UWU's long-term strategic objectives, a roadmap has been formulated from present to future, outlining clear goals and objectives for the period spanning from 2024-2026. This roadmap is accompanied by actionable initiatives designed to achieve these objectives, along with Key Performance Indicators (KPIs) to monitor and evaluate our progress effectively.

I firmly believe that this plan will not only enhance UWU's reputation for academic prowess but also showcase our commitment to operational excellence. With the unwavering dedication and collective efforts of the UWU Family, I am confident that we will be able to perceive our shared vision and succeed in our endeavors.

Professor Kolitha Bandara Wijesekara

Vice Chancellor

Uva Wellassa University of Sri Lanka

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A TRADITION OF CHANGE – HISTORY OF UWU

2004 October 26, the Cabinet approved the establishment of a new University in the Uva Province naming it the '*Uva Wellassa University of Sri Lanka*'. Uva Province was considered as one of the most underdeveloped Provinces in Sri Lanka during the time when the University was founded and its education status was at a lower level compared to the rest of the provinces. A committee headed by Dr. Chandra Embuldeniya was appointed by the University Grants Commission (UGC) for the establishment of the Uva Wellassa University. The Initial task was to find an ideal location within the province and to prepare a concept paper for establishing the novel University. The concept paper was thus prepared, outlining a new model for the setting up of the university while avoiding traditional pitfalls and was ultimately approved by the UGC. Thus, Uva Wellassa University, (UWU) of Sri Lanka was established with effect from 01st June 2005 by a Government Gazette notification and Dr. Chandra Embuldeniya was appointed as the first Vice Chancellor, effective from 27th July, 2005.



2006 UWU commenced its operations with 153 students, 25 staff members and 5 study programmes namely BSc in Animal Science, BSc in Export Agriculture, BSc in Computer Science and Technology, BSc in Science and Technology and BBM in Entrepreneurship and Management offered by Faculty of Animal Science and Export Agriculture, Faculty of Science and Technology and Faculty of Management respectively upon completion of the initial start-up phase of the project. From its inception, the UWU functions with a 'UWU Family' concept where all staff and students live in harmony as a family while sharing the resources and working towards fulfilling the mission of the University. Hence the University has earned a reputation for the outstanding student discipline since there are no student agitations or unrest, and all their concerns can be discussed with the authorities and get solutions in a positive manner. A deferent approach of change was embedded in the state university system.



2007 University project Phase – II started as planned. The infrastructure development project of the university was started to develop a fully-fledged research and teaching campus and renowned centre of knowledge and expertise for value addition to the nation. Lecture Halls, Administration Block, Hostels, Vice Chancellors Lodge, Laboratories, Dining Hall and Kitchen, Workshop and Laboratories, Senior Staff Quarters, Staff Quarters (Studio Apartments), New Cafeteria and Toilets, University Guest House, Senate Building, Gymnasium, Pavilion, Stores and Maintenance Building, Internal Road network, Playground for 200m track, Hard Landscaping Phase I area, Metering Cubicle Phase I & II area, Fibber Network Phase I area, Waste water drainage and treatment work, Hard Landscaping Phase II are the constructions finished by the Phase – II of the project. Projects under Phase II were completed by March 2016 and instead of Phase III, a new project proposal was submitted for remaining constructions considering the increased cost.



2008/2009 New industry demanded degrees in BSc in Tea Technology and Value Addition, BSc in Mineral Resources and Technology and BSc in Industrial Information Technology. Thus, they were catered by the Faculty of Animal Science and Faculty of Science and Technology in order to meet the needs of the world of work. In 2009, another three new degree programmes were introduced namely, BSc in Aquatic Resources Technology, BSc in Palm and Latex Technology by the Faculty of Animal Science and Export Agriculture and BBM in Hospitality, Tourism and Events



Management by the Faculty of Management. Hence the annual student intake drastically increased by 300% from three years of its existence.

2010/2013 During this period, the number of students who enrolled in the eleven degree programmes increased above 1500 for the first time in the short history of the university. The first convocation for the first batch of students was held in 2010. The infrastructure development activities continued along with the ongoing construction of the Lecture Halls/Laboratories, Block E and Workshop Complex of Stage 1. In the meantime, the work of Stage 2 of the construction of Lecture Halls and Laboratory Complex D was initiated.



2014/2016 Faculty of Technological Studies was established as the newest faculty and 167 students were enrolled for the new degree programmes, namely Bachelor of Engineering Technology and Bachelor of Biosystems Technology. The University also started two postgraduate courses. The total number of student population increased approximately up to 2700. The Centre for Open and Distance Learning (CODL) which is the newly established academic wing of the university started its operations empowering knowledge needs and professional capabilities of the communities of Uva Province. Internal Quality Assurance Unit and Career Guidance Unit were formally established to improve the quality of academic programmes.



2017/2021 A remarkable change in academic activities and infrastructure development took place during this period. Construction of a four-storied building for the Faculty of Technological Studies was started in May 2017. Six sub-projects; the Main Entrance, Library Building, Student Welfare Centre, Auditorium, Staff Learning Unit and Alternative Water Supply System were started and developed. The 1st International Research Symposium of the Uva Wellassa University (IRSUWU) was held in 2017 and continued as an annual event of UWU. Uva Wellassa University coined its Master's programmes stepping into another milestone by introducing Master of Philosophy and Doctoral programmes during this era of change. The UWU has managed to overcome many obstacles and achieve progress in improving its infrastructure, learning environment, physical and human resources, research and development activities adding value to the national resources base, whilst expanding higher education opportunities. All these achievements have been made possible by the visionary leadership and careful allocation of resources and finances for activities that are in compliance with its vision and mission and efficient implementation of the planned activities. The fourth Vice Chancellor of Uva Wellassa University, Professor Jayantha Lal Ratnasekera began his tenure in 2017 by inviting students and staff in order to reflect on the best possible ways of shaping the future of UWU by absorbing from the best of its past. This marks the dawn of a new era for Uva Wellassa University.



2022/2023 During the period of 2022 to 2023, Uva Wellassa University continued its commitment to academic excellence and innovation. The university underwent advancements in various academic disciplines, with a focus on cutting-edge research and technology integration. The infrastructure development as an integral part of the development of the university opened the previously started infrastructure projects such as Smart Learning Environment of the Faculty of Management (FOM), Interactive Smart Classroom Complex and well-facilitated computer laboratory with 24-hour access for students, called Self-Access Centre (SAC) of the Faculty of Applied Sciences (FAS). Further, the well-planned, three-story library building was ceremonially opened within the period marking a great achievement in UWU history. With the commencement of the Faculty of Medicine, the UWU expanded its wings by constructing a ten-story building for the Professorial Unit of the Faculty of Medicine by upgrading the Badulla Provincial General Hospital to a teaching Hospital which was commenced in 2023.

The University continued to foster a vibrant academic community, with a range of research initiatives. Professor D.K.D.Jayasena, Professor of Department of Animal Science and Export Agriculture was named as one of the world's top 2% scientists; a prestigious recognition published by Elsevier which reflects the university's commitment to fostering cutting-edge research of the highest calibre. Uva Wellassa University elevated the postgraduate study programmes by introducing novel Masters of Philosophy, Doctoral programmes, MSc in Environmental Technology and Management and Master of Information Technology, during the aforementioned period of time. The AHEAD-ELTA-ELSE Project was operated as a World Bank funded programme and was successfully completed reaping the maximum benefit in progressing towards the success of the university. The Hospitality, Tourism and Event Management Degree Programme obtained the UNWTO.TEDQUAL qualification which is a certification issued by United Nations World Tourism Organization (UNWTO) to assure the quality of tourism education and training programmes at tourism educational institutes around the world being the First Ever Tourism Degree Programme of Sri Lanka to be accredited by United Nations World Tourism Organization. Further, Sri Lanka's first ever Community Volunteer Centre was opened in the university aiming to serve the community both inside and outside the university. Uva Wellassa University's fifth Vice Chancellor, Professor Kolitha B. Wijesekara, began his tenure in 2023 embarking a new chapter in UWU history filled with academic achievements, collaboration, and pursuit of knowledge under his capable guidance.



METHODOLOGY FOR STRATEGIC CORPORATE PLANNING

Higher education, particularly the state university system, encounters opportunities and faces challenges unlike any other sectors in the country. In these uncertain realities, the Strategic Corporate Planning team of UWU paid attention to the significant matters regarding the context of the UWU Strategic Corporate Plan. Considering the fast-changing nature of UWU and aligning with Sri Lankan Government's Education strategy, we adapt to the pace of societal transformation. Therefore, we considered and adjusted to all these significant factors while developing the Strategic Corporate Plan for 2024-2026. In preparing the present plan, the university appointed a committee to facilitate the process headed by the Vice Chancellor - Professor Kolitha B. Wijesekara, chaired by Prof. K.M.M.C.B. Kulathunga, convened by Assistant Registrar- Ms. Thilini Denuwan and coordinated by Ms. C.P. Danthanarayana, Ms. G.H.V. Harshani, Ms. L.M.I.M. Lewliyadda and Mr. M.L.C. Sayuranga.

The committee had the initial discussions with the management team of the university which is comprised of the Vice Chancellor, Heads of the Departments, Directors of the Centres, Chairmen of Committees, Registrar, Bursar, Librarian and other relevant administrative officers to discuss the issues and determine the planning process. Accordingly, the planning process and its structure were finalized with a consensus. The first group discussion was held to examine the Mission, Vision, Core Values and to analyse the Strengths(S), Weaknesses(W), Opportunities(O) and Threats(T). The second and third sessions were held to move forward with the findings of the first meeting to finalise the goals, objectives, strategies, activities and sub-activities. This was followed by the basic level of Key Performance Indicators (KPIs) and the plans for the next three years under six major goals.

For the whole process of assessing, designing, building and managing the activities for 2024-2026 plan, Vice Chancellor, Deans, Heads of the Departments, Registrar, Bursar, Directors of the Centres, Chairmen of Committees and all Senior Administrative Officers along with the Corporate Plan Committee members actively participated. The work of the committee extended through the last quarter of 2023. On behalf of the team, we thank you for serving as dynamic partners in the development of Uva Wellassa University's 2024-2026 strategic corporate plan.



The Vision of the UWU

“To be the Centre of Excellence for Value Addition to the National Resource Base”

The Mission of the UWU

“To produce well-rounded, employable, technocratic and entrepreneurial global citizens, equipped with attitudes, skills and knowledge to make an outstanding contribution to sustainable development with a strong emphasis on value - addition to the national resources”



The Core Values

Respect & Tolerance	We embrace and celebrate diversity, fostering an inclusive community where every individual is respected and valued for their unique perspectives.
Discipline	We cultivate discipline, empowering our community to navigate change with resilience while maintaining a focused pursuit of academic and personal goals
Goal Orientation	We define success holistically, acknowledging that achievement goes beyond academic goals to encompass personal growth, ethical conduct, and meaningful contributions to society
Equity, Equality and Inclusion	We are committed to providing equitable opportunities for all, ensuring that every member of our community has access to the resources and support needed for their academic and personal development
Accountability & Responsibility	We foster a culture of shared responsibility, recognizing that individual success is intertwined with the collective well-being of our university community
Integrity	We uphold the highest standards of ethical integrity, promoting transparent and responsible decision-making in all aspects of academic and professional life
UWU Family	ur community is a supportive and inclusive bond, extending beyond traditional boundaries. We actively cultivate a sense of belonging and collaboration within the UWU family

Organisational values drive the way we influence, how we interact with each other, and how we work together to achieve results.

Organisational values are not descriptions of the work we do or the strategies we employ to accomplish our mission, they are the unseen drivers of our behaviour, based on our deeply held beliefs that drive healthy decision-making.

UWU PRIORITIES

Three Pillars

Teaching and Mentoring

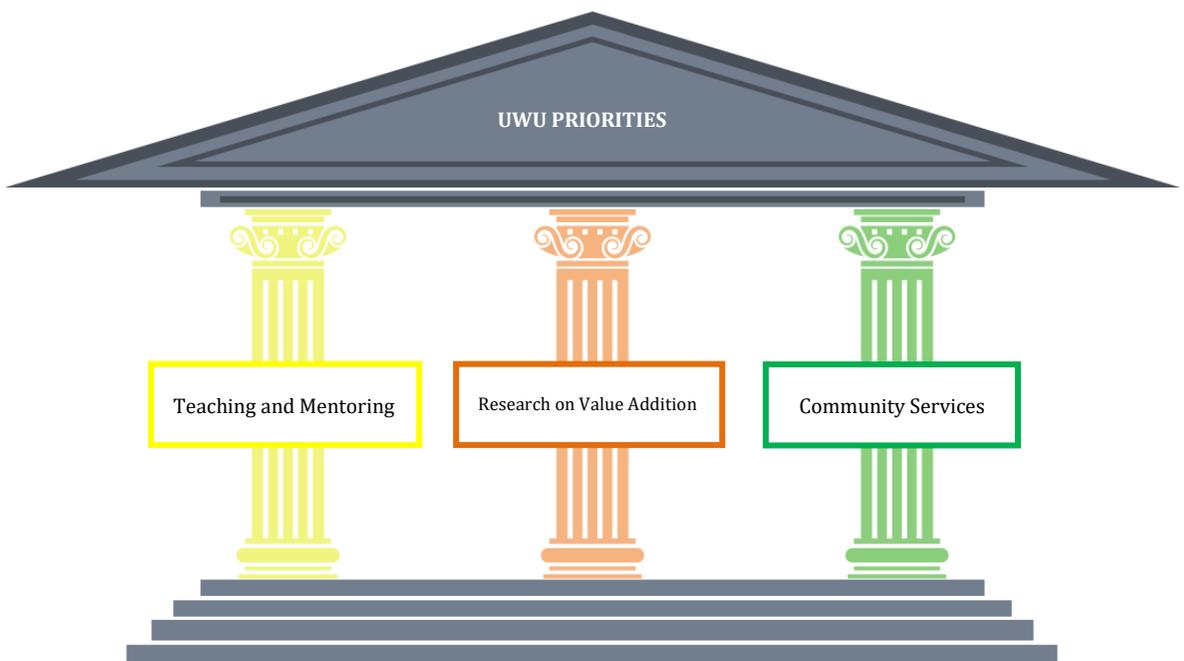
This pillar of service embodies activities relating to the curriculum development and review, teaching, learning and assessment, guiding, counselling and advising students.

Research on Value Addition

Research on value addition with special reference to the national resources base is considered as a compulsory activity of every academic member of the UWU.

Community Services

Conducting community service projects for the benefit of the society is another compulsory activity for the academic staff of the UWU.



UNIVERSITY TODAY



THE UNIVERSITY TODAY

The target set by H.E. the President completed facilitating the necessary buildings for the first intake of students in one year. The foundation stone was laid on 07 August 2005. The first lecture was held in the newly constructed building on 07 August 2006 exactly one year after the foundation stone was laid. Phase I was completed after the Cabinet approved sum of Rs. 350 million and Phase II is in progress with an additional Cabinet approved sum of Rs. 3.07 billion, of which Rs. 1.86 billion have already been spent. By the end of 2020, the Government has invested Rs 3,171.71 million for completed and ongoing construction of buildings, spaces and infrastructure development projects of the university. The total constructed building area (Table 01) covers 458,988 sq. The ongoing construction details of the buildings have been given in the Table 02 which basically includes the Anatomy Laboratory attached to the newly started Faculty of Medicine. The Senate Building, Library Building Complex, Smart classrooms, Laboratories, cafeterias, administrative complex, hostels, senior staff residential facilities, gymnasium and academic staff office spaces have been constructed catering to the current requirements. In addition to building spaces, the University playground, landscaping and internal road network and other infrastructure facilities are being developed.

For the University complex, the National Water Supply and Drainage Board provided a separate bulk water supply. Sewerage treatment and laboratory effluent treatment were scientifically designed and developed locally. All laboratory emissions are neutralized before discharging. Three-phase bulk electricity supply was obtained from Ceylon Electricity Board. The entire university including the hostels is given network coverage. Moreover, current processes which are being practised by UWU are solar powered lamps, solar powered electricity generation, bio gas system, sewerage system, waste documents collection and disposal system, limiting electricity consumption by introducing LED and other mechanisms, increasing natural air ventilation to buildings, increasing greenery of the university.

Table 01. Buildings

No	Buildings	Area (Sq.ft)	Date Completed
01	Lecture Halls, Labs Block A	14,285	Dec -2006
02	Lecture Halls, Labs Block B	15,670	Jun - 2006
03	Lecture Halls, Labs Block C	17,270	Sep - 2006
04	Administration Block	33,400	Nov - 2006
05	Dining Hall and Kitchen	7,710	May - 2006
06	Hostel 1	17,200	Jul - 2007
07	Hostel 2	25,035	Aug - 2007

08	Hostel 3	25,035	Jul - 2007
09	Hostel 4	25,035	Sep - 2006
10	G Block	28,200	Oct - 2008
11	Vice Chancellor's Lodge	6,296	May - 2009
12	Workshop and Labs Block F 1	13,652	Mar - 2010
13	Laboratories, Block E	48, 274/80,260	Feb - 2011
14	Laboratories, Block F 2	15,104	Aug - 2011
15	Laboratories, Block D	16,770	Aug - 2011
16-21	Senior Staff Quarters	15,480	Feb - 2013
22	Staff Quarters (Studio Apartments)	25,221	Mar - 2013
23	New Cafeteria and Toilets	4,454	Apr - 2013
24	University Guest House	2,188	Aug - 2013
25	Senate Building	22,920	Apr - 2016
26	Gymnasium	15,800	May 2016
27	Pavilion	5,200	Mar 2016
28	Technology Yard	1,800	Aug 2017
29	Stores and Maintenance Building	2,700	Apr 2016
30	Main Entrance, Security building / Career guidance Unit	1,420	Aug 2018
31	Maintenances Unit	3,873	Sep 2018
32	Automation Laboratory / Technology	2,880	Dec 2019
33-36	Staff Quarters 04 Units	3,800	Aug 2020
37	Students' Centre	12,200	04.05.2021
38	Staff Learning Unit	18,400	16.07.2021

39	Faculty Building of Technological Studies	28,000	15.08.2021
40	Smart Learning Building / G Block	4,020	27.12.2020
41	Lecture Hall Complex / FAS	6,550	26.03.2023
42	Library Building	44,500	30.10.2022
43	Alternative Water Supply Project	-	12.10.2022
44	Fibre Technology Building	2,347	06.11.2020
45	Ornamental Fish Unit	1,000	30.05.2021
46	Anatomy Laboratory	2,815	22.02.2024

Human Resources – Recruitments on Merit and Multi Skills

Recruitments and retention of highly qualified staff is the key to success in any organization which aspires to grow. In establishing the university, this challenging task was aggravated due to the fact that Badulla is located in a remote area. The University adopted a unique recruitment strategy to attract personnel with high levels of competencies. Selection Committees comprising Professors from other universities were appointed initially. Contractual appointments on Sabbatical leave were offered to Senior Academics who were interested. Several Senior Scientists were recruited from Government research institutions and Departments. Junior Academics were recruited on probationary basis and support was extended for postgraduate studies. These strategies worked well and the UWU at present has staff strength of 206 permanent academic staff members, including 86 Ph.D. holders and 26 members who are engaged in postgraduate studies abroad. In addition, the temporary academic staff of UWU is comprised of 106 members to assist in the delivery of academic programmes of the university.

Administration - Success through Managing Operations

The main focus of administration is to carry out operations successfully in order to produce the best results. The administrative structure of the UWU is organized (Annexure 2) according to the Universities Act No. 78 of 1978. It is headed by the Vice Chancellor (top administrative and academic officer) under the guidance of the Deans of the Faculties, Registrar (custodian of the university property and documents), Librarian and Bursar. One Deputy Registrar, one Senior Assistant Registrar, five Assistant Registrars, One Assistant Internal Auditor and One Deputy Bursar perform administrative functions under the directive of the Registrar and Bursar. In addition, a Senior Medical Officer, Works Engineer, two Security Inspectors and Director of Physical Education administer the Health Centre, Maintenance Division, Security Division and Physical Education Division respectively. There are 154 members of non-academic staff, 16 administrative staff members and 06 academic support staff members in the university to contribute to the successful functioning of the university operations under the directives of the aforementioned administrative officials.

Student Intake

The student population increases, depending on the introduction of new degree programmes and by increasing the intake for the existing degree programmes. Annual student intake and cumulative student population in the university from the inception and forecast up to 2025 are given below:

Table 02: Student Population

Year	Student Intake	Students Enrolled	Cumulative Student Population
2006		167	167
2007	225	202	369
2008	410	367	736
2009		469	1205
2010	550	459	1664
2011	550	481	2145
2012	No Intake was made		2145
2013	550	465	2610
2014	605	491	3101
2015	670	534	3635
2016	670	572	4207
2017	820	638	4845
2018	842	744	5589
2019	862	732	6321
2020	862	762	7083
2021	1589	1327	8410
2022	1589	1368	9778
2023	1639	1224	11002

FACULTIES AND ACADEMIC PROGRAMMES



The faculties of study serve as repositories of knowledge that contribute to produce valuable human capital, generate new knowledge and add value to the national resources base through diverse education and research programmes that are of interdisciplinary and multidisciplinary nature.

Uva Wellassa University, a beacon of knowledge, was established in 2005, embarking on its academic journey with three foundational faculties:

1. Faculty of Animal Science and Export Agriculture
2. Faculty of Management
3. Faculty of Science and Technology

From its inception, UWU introduced a pioneering set of degree programs tailored to blend academic rigor with practical expertise. The first cohort of students were offered the following degrees:

1. Bachelor of Business Management in Entrepreneurship and Management
2. Bachelor of Animal Science
3. Bachelor of Science in Computer Science & Technology
4. Bachelor of Science in Export Agriculture
5. Bachelor of Technology in Science & Technology

These early offerings culminated in a significant milestone in 2010, when UWU celebrated its inaugural graduation ceremony, awarding degrees to 148 deserving graduates.

At the first graduation, some students gained specializations within Science & Technology and Export Agriculture reflecting its commitment to specialized education providing focused majors in key areas such as:

- Science & Technology:
 1. Materials Science and Technology
 2. Food Engineering and Bioprocess Technology
 3. Mechatronics
- Export Agriculture:
 1. Crop Product Technology

As UWU evolved, so did its academic portfolio. By 2011, under the leadership of its founding Vice Chancellor, who retired that year, the university had expanded to offer 11 diverse degree programs:

1. BSc in Export Agriculture
2. BSc in Tea Technology & Value Addition
3. BSc in Palm & Latex Technology and Value Addition
4. BSc in Aquatic Resources Technology
5. BBM in Hospitality, Tourism, and Events Management
6. Bachelor in Animal Science
7. BSc in Computer Science & Technology
8. BIIT in Industrial Information Technology
9. BSc in Mineral Resources & Technology
10. BBM in Entrepreneurship & Management
11. BTech in Science & Technology

In 2017, Faculty of Technological Studies was added to provide additional higher education opportunities in an emerging field to the deserving candidates in compliance with university mission. In 2023, UWU established a new faculty, Faculty of Medicine in order to expand the scope of the university to produce graduates in the field of medicine.

Currently, these five faculties offer seventeen different degree-programmes which are designed under the theme of '*value addition to the national resources base*'. Every degree programme is unique to UWU and is delivered over a period of eight semesters except faculty of medicine which spans over 10 semesters. Through these academic programmes, the UWU aims to produce graduates equipped with comprehensive knowledge and competencies in their respective fields of study and broaden the general knowledge to perform successfully in the real world. The Deans and members of academic staff of the five faculties uphold academic standards and provide academic guidance and support to the students to achieve the desired graduate profiles. They help the University to accomplish its mission with the support of the administrative, academic support and non- academic staff.



Faculty of Animal Science and Export Agriculture (FASEA)

Faculty of Animal Science and Export Agriculture was established at the inception of the university as one of the three pioneering faculties and since then, it is driven to produce agriculturalists who could make a significant contribution to the agriculture sector by adding value to the products and services in their respective disciplines of studies.

The faculty consists of three departments namely Department of Animal Science, Department of Export Agriculture and Department of Food Science and Technology. All curricular and teaching-learning activities of the faculty are developed and promoted being in the vision of the university giving focus to the agriculture and allied sectors. The mission of the faculty is to excel in teaching & learning, research and outreach activities in undergraduate, postgraduate and extramural programmes emphasising value addition to the agricultural and allied resources through scientific and emerging technological approaches. The faculty has recognized livestock (farm animals), agricultural crops and aquatic resources as the basic agriculture and allied assets of the country. Thus, the faculty expects to contribute to value addition in agricultural resources by providing scientific and technology-based education. Meanwhile, as the university promotes entrepreneurship, the faculty has focused on the same by covering agriculture and related areas so that at least a few of the students should be entrepreneurs after graduation. However, all undergraduates are equipped with entrepreneurial skills. By providing a conducive environment for teaching-learning activities, development of attitudes and skills of the student is merely expected in addition to providing subject oriented and broad-general knowledge. The proposed annual intake of the faculty is 543 students and upon graduation, the graduates become an added value to the agriculture sector of the country. The expectation of the faculty is that its graduates should have the capability to provide necessary leadership for taking the agricultural sector forward. At present, the faculty offers six degree programmes and they are four-year and honours degrees which are considered at the SLQF Level 6.

- Bachelor of Science Honours in Animal Production and Food Technology
- Bachelor of Science Honours in Aquatic Resources Technology
- Bachelor of Science Honours in Export Agriculture
- Bachelor of Science Honours in Palm & Latex Technology and Value Addition
- Bachelor of Science Honours in Tea Technology and Value Addition
- Bachelor of Science Honours in Plantation Management and Technology



Faculty of Applied Sciences (FOAS)



The Faculty of Science and Technology of Uva Wellassa University was established in 2006. The name of the faculty was changed as the Faculty of Applied Sciences in 2019. At the present the faculty has three departments. Department of Science and Technology, Department of Computer Science and Informatics, Department of Applied Earth Sciences. The faculty has a distinct academic approach that emphasizes the education of professional practitioners,

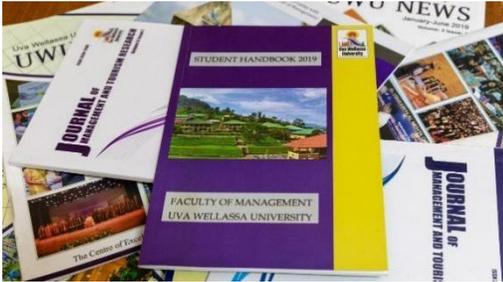
fosters high achievement and promotes scientific inquiry, innovation and collaboration. The Science and Technology degree programme aims to develop knowledge, values, conceptual understanding and skills in students which are necessary for a range of careers in Science and Technology. It fosters research in Science and Technology in a dynamic interdisciplinary atmosphere. The degree programme envisages its participants to be responsive to the national and local needs and initiatives involved in the value addition to the national resource base.

At present, the faculty offers altogether four degree programmes under three departments.

- Bachelor of Science Honours in Science & Technology
- Bachelor of Science Honours in Mineral Resources and Technology
- Bachelor of Science Honours in Computer Science and Technology
- Bachelor of Science Honours in Industrial Information Technology



Faculty of Management (FOM)



The faculty aspires to produce innovative, smart and highly motivated graduates with exceptional skills and competence to march towards national development by means of value addition to the national resource base aligned with 100% employability. Keeping in mind the prerequisites for university degrees to be flexible and interdisciplinary in order to meet the

social, scientific and technological needs for national development, the faculty offers courses on Essential Skills Development (ESD) and Broad General Education (BGE) for all undergraduates in addition to core subject disciplines while enhancing their conceptual and methodological background and the training necessary to obtain practical solutions for future challenges.

FOM has not only opened gates for students with A/L Commerce Stream but the students from A/L Arts and Science streams are given the opportunity of becoming future managers and entrepreneurs as well as hoteliers who can actively contribute to the prosperity of the national economy. Owing to the unique fashion of being the guiding light to young hearts of every nook and corner of the country with highly diversified backgrounds to be bloomed with new blood, the faculty reigns supreme in offering two outstanding degree programmes and consists of four separate departments namely, Department of Management Sciences, Department of Public Administration, Department of English Language Teaching and Department of Tourism Studies.

At present, the faculty offers altogether four-degree programmes.

- Bachelor of Business Management Honours in Entrepreneurship and Management
- Bachelor of Business Management Honours in Hospitality, Tourism, and Events Management
- Bachelor of Business Management Honours in Human Resource Development
- Bachelor of Arts Honours in English Language & Applied Linguistics Degree Programme



Faculty of Technological Studies (FOTS)



The Faculty of Technological Studies was formally established on 17th August 2017 upon the approval of the University Grants Commission and the publication of Gazette Extraordinary by the ministry of Higher Education and Highways Sri Lanka. The Faculty of Technological Studies will be serving the nation by providing higher education opportunities for the prospective undergraduates who will be enrolling to the Sri Lankan University system through the newly introduced

G.C.E. Advanced Level Technology stream.

The faculty has three departments namely, Department of Engineering Technology, Department of Biosystems Technology and Department of Information and Communication Technology. These Departments offer degrees in Bachelor of Technology in highly demanding fields in Sri Lanka. These professional degree programmes are full time and four years. The degree programmes are offered according to Sri Lanka Qualification Framework (SLQF) Level 6.

At present, the faculty offers altogether three-degree programmes.

- Bachelor of Engineering Technology Honours degree
- Bachelor of Bio systems Technology Honours degree
- Bachelor of Information and Communication Technology Honours degree



Faculty of Medicine (FMED)

The Faculty of Medicine was established as the latest and fifth faculty of the university to strengthen the healthcare services of the country and liaise with other healthcare professionals. This momentous announcement was made in the Extraordinary Gazette, No. 2324/12, issued by the Democratic Socialist Republic of Sri Lanka on Monday, March 20, 2023. This significant development marks a new chapter in the university's academic landscape, as it expands its educational offerings to include medical studies. The Dean's Office of Uva Wellassa University's Medical Faculty was inaugurated during a ceremonial opening on May 12th, 2023 and the foundation for the Professorial Unit and Alternative Anatomy Laboratory was laid in the same year. The faculty consists of sixteen academic departments namely, Department of Anatomy, Department of Physiology, Department of Biochemistry, Department of Microbiology, Department of Parasitology, Department of Pathology, Department of Pharmacology, Department of Forensic Medicine, Department of Community Medicine, Department of Medicine, Department of Surgery, Department of Obstetrics & Gynaecology, Department of Paediatrics, Department of Psychiatry, Department of Family Medicine and Department of Medical Education. Further, the faculty has four non-academic divisions.

The faculty will commence the MBBS degree programme with 50 students for the first intake in 2024. This MBBS professional undergraduate degree programme of five (05) years duration with ten (10) semesters will be conducted by well-experienced academics in the university and medical specialists of the Ministry of Health. Professionals and expertise from local, regional, and global medical practices will be requested when and if necessary to upgrade the quality of the degree programme.



CENTRE FOR OPEN AND DISTANCE LEARNING (CODL)

The main purpose of operations of CODL is particularly to widen the access to higher education through open and distance learning to the highest number possible at an affordable cost on flexible conditions and make it to be more accessible to students of all age groups. Hence the CODL will not be a burden to this degree awarding university as all the courses are fee-levying. The most significant aspect of all these external programmes (be it a bachelor degree or a diploma), is that they are designed based on market surveys which are approved by the University Grants Commission in Sri Lanka. In addition, CODL offers demanding certificate courses. Hence, the awardees of these respective courses shall undoubtedly gain crest recognition wherever they produce their certificates in seeking employment. CODL has placed great importance to our social responsibility and as such, below listed courses have been designed in this regard.



Available External Degree Programmes

- Bachelor of Business Management General (External) Degree Programme
- Bachelor of Science (External) Degree Programme

Available Diploma Programmes

- Diploma in Management
- Diploma in Counselling Psychology
- Diploma in Community Leadership
- Diploma in Professional Business Coaching

Available Certificate Courses

- Certificate Course in English for School Leavers
- Certificate Course in Plant Tissue Culture
- Certificate Course in Agri-Business Management
- Certificate Course in Gem Resources Management

Upcoming External Degree Programmes

- Bachelor of Science in Agricultural Science
- Bachelor of Information Technology

Upcoming Diplomas

- Diploma in English
- Diploma in Hospitality, Tourism and Event Management

Special Courses on Demand

- Certificate in History for School Teachers
- 100 hours short course on Agriculture and Bio System
- Teacher Training programme in Science and Technology grade 6-11

RESEARCH WITH IMPACT

Research and Development activities of the UWU have been initiated based on the common theme 'Value Addition to National Resources Base'. Researchers in UWU contribute to the realization of the university's vision of *'becoming the Centre of Excellence in Value Addition in Sri Lanka'* through new research findings. Research aims of the five faculties are as follows;

The research aims of the Faculty of Animal Science and Export Agriculture are to increase the production of export oriented and value added agricultural products, to boost the usage of underutilized and unutilized botanical and microbial organisms in the production of value added products through innovative technologies, to increase the productivity and profitability of plantation crop products, non-rubber latex, resins and non-coconut palm, livestock products, aquatic resource products through novel value addition technologies, and to promote the utilization of alternative energy sources by introducing novel energy sources.

Research aims of the Faculty of Applied Sciences are to increase value addition to local mineral resources for enhancing their utilization as engineered materials through innovative technological applications, to develop systems and to provide solutions through emerging technologies to enhance industrial process and to optimize strategic use of IT, and Invention of innovative technologies for sustainable energy, value addition of natural resources and upgrading of industrial process and products.

Developing novel technologies through innovative research in the fields of applied biology and engineering to solve the problems associated with the related industries and optimize the industry process for increased productivity is the research aim of the Faculty of Technological Studies.

Research aims of the Faculty of Management are to generate and communicate new knowledge in entrepreneurship and management through innovative solutions to current managerial issues, to explore organizational behaviour so as to develop innovative means of managing turbulence and to foster a collaborative research culture between academia and industrialists, to develop expertise in empirical accounting and finance modelling to address current problems in financial markets, international banking risk calibration value at risk calibrations accountability and governance in organizations and to explore solutions to financial problems and find innovative strategies for effective and efficient use of financial resources in the country.

The Faculty of Medicine at Uva Wellassa University is focusing on contributing to the advancement of the field of health sciences through well-defined research initiatives. The research aims of the faculty will be developed and focused on the themes of medical innovation, education, and healthcare solutions. Based on these themes, we are planning to expand our research contribution to address critical challenges, contributing to medical knowledge, improving health outcomes locally and globally. Therefore, the research objectives of the research initiatives of the faculty will be based on patient-centred research, translational medicine and clinical trials, medical education research, global health initiatives, community health, and interdisciplinary collaboration. Through a commitment to excellence and collaboration, the faculty seeks to make meaningful and lasting contributions to the field of medical science and community well-being via well-devised research projects.

SWOT ANALYSIS

Strengths

- “UWU Family” concept
- Offers market-driven, well-developed and unique degree programmes with broad general education and essential skills
- Updated curricular to meet national and international standards and demands
- Availability of multi-talented, technographic-motivated and committed academic staff
- Well qualified young and dynamic academic staff with multidisciplinary backgrounds (Science, Management, Agriculture, Technology, Medicine)
- Establishment of Faculty of Medicine
- Well defined research and innovation culture
- Favourable and good image of the university
- Competent, motivated, task-oriented, young and dynamic administrative staff
- High staff publication ratio
- Recognized peer-reviewed research journals
- Post graduate research students in multiple disciplines
- High focus on effective career guidance, mentoring programmes and student support services
- Well-structured quality assurance process
- Technology integrated teaching, learning and assessment
- Conducive environment for teaching and learning
- Availability of a well-functioning CODL
- Availability of a well-functioning Centre for Gender Equity and Equality and Social Reconciliation Centre
- Active University Business Linkage Cell
- Establishment of Sri Lanka’s first-ever Community Volunteer Centre (CVC)
- Established alumni association
- Faculty technology transfer cell
- Broad WIFI coverage
- Modern library facilities with diverse range of services
- English as the medium of instruction for all the degree programmes
- Use of E-procurement
- Cultural diversity and unity
- Aesthetic Beauty of the University
- Concept of Resource Sharing

Weaknesses

- Inadequate land and resources for physical expansion of the university to cater for the increasing student population
- Inadequate lecture halls, laboratories, canteens and sport facilities
- Lack of university-owned accommodation facilities
- Inadequate number of academic staff in the field of IT
- High staff turnover
- Limited recreation and welfare facilities
- Limited university owned vehicle facilities
- Lack of commercialization of research
- Lack of self-generated funds
- Inadequate collaborations (MOU's) with industries
- Lack of a Management Information System
- Non availability of a centralized ICT Centre
- Limited foreign exposure for the students
- Insufficient E-resources for learning and research

Opportunities

- Internationally accredited degree programmes which are focused on entrepreneurship
- Foreign collaborations to enhance the quality of degree programmes
- Island-wide demand for the degree programmes
- Income generation through commercialization of products and services
- Collaboration with government
- Increasing demand for the graduates with entrepreneurial skills
- Opportunity to receive exemptions and accreditations from reputed professional bodies
- High demand for post-graduate degrees, external degrees, diplomas and certificate courses
- Conducive education policies of the country that focus on the lifelong learning aspect
- Collaborations with SME's and industries
- Government policy promotes revenue diversification
- UWU is the only national university in the province

Threats

- Locational disadvantage for entrepreneurial activities
- Insufficient allocation of government funds
- Lengthy and time-consuming administrative approval policies exist in

the university system

- Remote location of the university
- Instability of economic status of the country and high skill migration
- Frequent unannounced power cuts due to lack of maintenance and technology

REQUIREMENTS FOR TOMORROW

Infrastructure Development

Infrastructure development is integral with the development of the university aiming to become the most attractive and well-designed university that offers the best environment for academic activities with excellent infrastructure supported by leading edge technology. Construction of lecture halls, an auditorium, teaching and research laboratories, establishment of crop and livestock field stations, faculty building complex and professorial clinical block for faculty of medicine and expansion of the library facilities are among the main infrastructure development activities planned for the period covered by the strategic plan. Current progress of land acquisition is 12 acres from Wevassa (for hostels), 5 acres from Yatillamada, 1 acre and 36 purchs (for medical faculty) and 30 acres from Agaratenna (for farming).

Faculty of Medicine

With the aim of strengthening the healthcare services and liaising with other healthcare professionals, the Faculty of Medicine was established and appropriate land and building facilities have to be constructed. It has been planned for 100 annual student intakes in the commencement and that requires academic and non-academic staff recruitment.

Constructions of the following buildings proposed for the newly established Faculty of Medicine.

- Faculty Building Complex – Preclinical Science, Paramedical Science, Personal and Professional Development Stage.
- Administration Building – Deans Offices, Heads, Admin Officers and Staff
- Lecture Theatres - 4 units with capacity for 130 students
- Tutorial Rooms – 6 Units for 30 student capacity in each
- Examination Halls – 150 Student Capacity
- Auditorium – 250 seating capacity
- Library – A modern Library with 100 computers with IT facility
- Audio Visual Unit
- Multidisciplinary Labs – 2 units with 100 student capacity
- Skill Labs – 3 Units
- Museum – 3 Units
- Canteen – Student and Staff
- Academic Staff Rest Rooms – Faculty Complex.
- Student Hostels – 2 with 250 student capacity for each with student cafeterias
- Hospital Block Complex - Clinical Science, Student Discussion Rooms, Lecture Rooms, Tutorial Rooms, Academic Staff Rest Rooms
- Student and Staff Toilet, Sanitizer and Cloak Rooms.

Lecture Halls

The student intake of the university is expected to increase dramatically in the coming years. To accommodate them, at least ten fully furnished lecture halls equipped with modern teaching learning facilities and the following capacities are proposed to be constructed during 2024-2026.

- 9 Lecture Halls with 100 student seating capacity
- 4 Lecture Halls with 200 student seating capacity

Laboratories and Research Facilities

Laboratories to conduct practicals in the following disciplines are proposed.

- Industrial Biosystems Technology Laboratory
- Workshop for Engineering Technology
- Automobile Laboratory
- Molecular Biology Laboratory
- Advance Computer Laboratory
- Research Computer Laboratory
- Disease Laboratory
- Water and Waste water treatment laboratory

Agriculture and Livestock Field Research and Training Centre

The university has recognized this as an urgent need and as a required learning resource to cover practical and research activities of the agriculture and related degree programmes of the FASEA. Thus, in addition to developing 'Model Agriculture Farm' within the university premises in the limited land space available, the university seeks to establish above Agriculture and Livestock Field Research and Training Centre in an outside land which is yet to be acquired.

Auditorium

A large auditorium with 1500 seating capacity is planned for special gatherings such as Convocation, Integration and Research Symposium.

Outsourced Services

It is planned to continue outsourcing a number of services including cleaning services, transport services and care taking to specialist providers on tender basis as practiced at present. This strategy ensures timely and effective delivery of services, while transferring the administration expenses and its operational burden of repair and maintenance of vehicles, provision of utensils and paying overtime.

Assisted Self Learning

The University needs to develop required infrastructure and course materials to commence Assisted Self Learning (ASL) programmes ranging from Certificate level to Degree level to benefit qualified students who could not secure university placement.

GOALS & STRATEGIES



Goal One: Academic Excellence

Elevate the Quality of Education by Implementing Innovative Pedagogical Approaches, Incorporating Industry-Relevant Skills, and Enhancing Student Engagement

Table 03: Objectives & Strategies for Goal One

Objective	Strategies
1. Develop Future-Ready Degree Programmes and Implement Innovative Teaching, Learning & Assessment	<ul style="list-style-type: none"> i. Academic Training and Development Programmes ii. Future-ready programme initiatives through establishment of new faculties, department and new degree programmes for undergraduates iii. Future-ready programme initiatives through Postgraduate Unit (PGU) of UWU iv. Future-ready programme initiatives through Centre for Open & Distance Learning (CODL) of UWU for external students
2. Improve the Quality of Academic and Administrative Processes	<ul style="list-style-type: none"> i. Establishing global recognition and excellence in education
3. Develop Curricular Aligning with Global Trends	<ul style="list-style-type: none"> i. Curriculum Development, Monitoring and Review ii. Establish an Industry Advisory Board
4. Enhance Student Engagement Initiatives	<ul style="list-style-type: none"> i. Design Co-Curricular Programmes ii. Strengthen Mentorship Programmes iii. Integrating & orienting new students to the university community iv. Enhance international exposure v. Enforce anti-ragging/anti-violence act and related university by-laws
5. Establish Career Counselling and Placement Services	<ul style="list-style-type: none"> i. Strengthen Career Guidance Programmes for undergraduates ii. Maximize employability of the graduates

Goal Two: Research Excellence

Position Uva Wellassa University as a recognized hub for impactful research by increasing the number of research projects

Table 04: Objectives & Strategies for Goal Two

Objective	Strategies
1. Invest in cutting edge facilities to support research focusing value addition	<ul style="list-style-type: none"> i. Facilitate significant growth in research opportunities and demonstrate value and recognition. ii. Promote Interdisciplinary research iii. Exploit potential external funding sources
2. Foster Industry Collaboration	<ul style="list-style-type: none"> i. Industry Needs Analysis ii. Industry Engagement Platforms
3. Establish and reinforce robust ethical standards and compliance procedures to maintain research integrity	<ul style="list-style-type: none"> i. Strengthen Ethical Standards Framework
4. Communicate research excellence to stakeholders	<ul style="list-style-type: none"> i. Facilitate delivering research outcomes that impact upon academia, business and society ii. Utilize Multi-Channel Communication iii. Organize and Implement Research Outreach Events and Activities iv. Recognize and Reward Research Excellence

Goal Three: Talent Management

Attract, recruit, and retain high-calibre staff by implementing targeted professional development programmes and transparent career advancement pathways

Table 05: Objectives & Strategies for Goal Three

Objective	Strategies
1. Expand professional development programme aligned with the university's strategic priorities	<ul style="list-style-type: none">i. Diversification of Professional development Programmesii. Technology Integration in Career Development
2. Optimize streamlined processes to attract and retain top-tier candidates	<ul style="list-style-type: none">i. Process Efficiency Enhancement
3. Develop, implement, and refine a comprehensive employee recognition programme	<ul style="list-style-type: none">i. Recognize and reward the excellence in teaching, research and administrative service

Goal Four: Infrastructure Development and Optimization

Enhance institutional capacity through effective and efficient resource and infrastructure management

Table 06: Objectives & Strategies for Goal Four

Objective	Strategies
1. Optimize Resource Allocation Process	i. Streamline the Resource Allocation Procedure
2. Implement Sustainable Infrastructure Development Plan	i. Ensure sustainable Infrastructure development mechanism
3. Enhance Financial Management and Accountability	i. Enhance transparency of Financial Management through strengthened policies and procedures
4. Foster Energy Efficiency and Conservation	i. Ensure Energy consumption efficiency
5. Improve Facilities and Operational Maintenance	i. Provide uninterrupted support services ii. Strengthened Physical Education and recreation iii. Provide suitable residential facilities, health care, welfare and essential services for the community within the university premises

Goal Five: Community Engagement and Entrepreneurship

Strengthen Community Engagement and Entrepreneurship by Establishing Impactful Community Service Projects and Fostering Partnerships with Local and Regional Businesses

Table 07: Objectives & Strategies for Goal Five

Objective	Strategies
1. Launch Impactful Community Service Projects	i. Community Empowerment
2. Promote Entrepreneurship Initiatives	i. Create an entrepreneurial environment within the university
3. Facilitate Industry-Academia Partnerships	i. Strengthen industry collaborations
4. Strengthening UWU Alumni	i. Creation of alumni for long lasting, mutually beneficial relationships

Goal Six: Integration of Technological Advancements

Modernize University-wide Operations by Integrating Cutting-Edge Technologies in Teaching and Learning, Research, and Overall Administrative Operations

Table 08: Objectives & Strategies for Goal Six

Objective	Strategies
1. Adopt Interactive Teaching Technologies	<ul style="list-style-type: none">i. Enhance the environment for teaching through the use of interactive technologyii. Incorporate & establish modern collaborative spaces to nurture teaching
2. Strengthen Digital Teaching, Learning & Assessment Platforms	<ul style="list-style-type: none">i. Upgrade/Adapt the digital platform for teaching, learning and assessment
3. Upgrade Teaching, Learning & Assessment Digital Infrastructure in Lecture Halls/Theatres /Laboratories	<ul style="list-style-type: none">i. Elevate the in-class teaching, learning environmentii. Technological Infrastructure Improvement in the lecture hall
4. Foster an Innovative Culture for Academic and Administrative Efficiency	<ul style="list-style-type: none">i. Link innovation and experimentation for administrative efficiency

ACTION PLAN

KEY PERFORMANCE INDICATORS



Table 09: Key Performance Indicators for Goal One

Goal 1: Academic Excellence									
Elevate the quality of education by implementing innovative pedagogical approaches, incorporating industry-relevant skills, and enhancing student engagement									
Ref No	Strategy	Activity	Sub Activity	Responsibility	KPI	Base Line	Target 2024	Target 2025	Target 2026
Objective 1: Develop Future-Ready Degree Programmes and Implement Innovative Teaching, Learning & Assessment									
1.1.1	Academic Training and Development Programmes	<ul style="list-style-type: none"> Develop a series of training programmes on innovative teaching methodologies. 	<ul style="list-style-type: none"> Identify and invite external experts in pedagogy for workshop sessions Encourage academics to participate in training & development programs Adopt new pedagogical approaches in classrooms Design workshops and training sessions on the use of technology in education. Align teaching, learning & assessment practices with OBE 	Deans/* Director - PGU/* Director - CODL* HODs/ Director - SDC/ Director - CQA/	<ul style="list-style-type: none"> Number of training programmes conducted on innovative TLA Percentage of academics participated for training & development programmes Percentage of course units adopted innovative pedagogical approaches 	10	2	2	2
						50%	60%	75%	100%
						25%	25%	25%	25%

1.1.2	Future-ready programme initiatives through establishment of new faculties, departments and new degree programmes for undergraduates	<ul style="list-style-type: none"> Establish new faculties 	<ul style="list-style-type: none"> Establishment of <ul style="list-style-type: none"> Faculty of Human Sciences Faculty of Graduate Studies Faculty of Informatics 	Registrar* Vice Chancellor/ Bursar/ Director – CQA	Number of new faculties established	1	1	0	1
		<ul style="list-style-type: none"> Establish new departments 	<ul style="list-style-type: none"> Establishment of <ul style="list-style-type: none"> Department of Aquatic Sciences Department of Agri Business and Agricultural Economics Department of Languages & Communication Department of Marketing Department of Computation Intelligence Department of Industrial Informatics 	Deans/* Vice Chancellor/ Registrar/ Bursar/ Director - CQA	Number of new departments established	17	2	1	3
		<ul style="list-style-type: none"> Introduce new undergraduate degree programmes 	<ul style="list-style-type: none"> Introduction of <ul style="list-style-type: none"> BSc Honours in Tourism and Sustainable Development BSc Honours in Data Science & AI 	Deans/* Vice Chancellor/ Registrar/ Heads/ Director - CQA	Number of new degree programmes introduced	5	0	3	1

			<ul style="list-style-type: none"> - BBM Honours in Marketing Management - BSc Honours in Agricultural Enterprise Development and Management 						
1.1.3	Future-ready programme initiatives through Postgraduate Unit (PGU) of UWU	<ul style="list-style-type: none"> • Enhance student enrolment for postgraduate study programmes • Introduce new post graduate programmes through post graduate unit of UWU • Encourage students for their timely completion of postgraduate programmes 	<ul style="list-style-type: none"> • Introduction of <ul style="list-style-type: none"> - MBA in Tourism & Hospitality - MSc in Food Sciences and Quality Management - Masters/MSc/PGDip in Sustainable Crop Production - Masters/MSc/PGDip in Sustainable Animal Production - Masters/MSc/PGDip in Fisheries & Aquaculture - Masters/MSc/PGDip in Agricultural Entrepreneurship and Rural Development - MSc in Data Science - MSc in Manufacturing Engineering Technology 	Director - PGU* Vice Chancellor/ Registrar/ Deans/ Heads/ Director - CQA/	<ul style="list-style-type: none"> • Number of total students enrolled for postgraduate study programmes • Number of postgraduate degrees introduced • Number of total students graduated 	202	230	350	400
						1	1	5	2
						5	150	150	200

			- Certificate Course in Photography & Video Production 1						
Objective 2 – Improve the Quality of Academic and Administrative Processes									
1.2.1	Establishing global recognition and excellence in education	<ul style="list-style-type: none"> Developing and strengthening the adherence to quality assurance practices 	<ul style="list-style-type: none"> Develop & strengthen comprehensive quality standards and procedures for academic programmes Develop comprehensive quality standards and procedures for administrative processes Develop comprehensive quality standards and procedures for student services 	Director – CQA/* Vice Chancellor/ Deans/ Registrar/ Bursar/ Director – SDC	<ul style="list-style-type: none"> Number of standards/manuals/pr procedures developed for academic programmes Number of standards/manuals/pr procedures developed for administrative processes Number of standards/manuals/pr procedures developed for student services 	New	4	2	5
						New	3	2	2
						New	4	2	2
Objective 3: Develop Curricular Aligning with Global Trends									
1.3.1	Curriculum Development, Monitoring and Review	<ul style="list-style-type: none"> Strengthen the curriculum development, monitoring and review process Integrate global trends into curricula 	<ul style="list-style-type: none"> Conduct surveys and interviews with stakeholders. Introduce fall-back options 	Deans/* Vice Chancellor/ HODs/ Director – CQA/ Chairman – UCDC/ Director – PGU/	<ul style="list-style-type: none"> Number of surveys/interviews conducted with industry professionals Number of study programmes introduced with fall-back options 	10	03	04	02
						1	1	8	10

				Director - CODL	<ul style="list-style-type: none"> Percentage of curricula revised to align with global trends 	100%	100%	100%	100%
1.3.2	Establish an Industry Advisory Board	<ul style="list-style-type: none"> Form an advisory board consisting of industry professionals 	<ul style="list-style-type: none"> Identify and invite industry leaders to join the advisory board Organize regular meetings to discuss curriculum alignment and emerging industry trends. 	Deans/* Vice Chancellor/ Heads/ Registrar/ Director - PGU/ Director - CODL	<ul style="list-style-type: none"> Number of industry advisory boards formed 	NEW	03	03	03
Objective 4: Enhance Student Engagement Initiatives									
1.4.1	Design Co-Curricular Programmes	<ul style="list-style-type: none"> Develop and strengthen co-curricular programmes to complement academic learning 	<ul style="list-style-type: none"> Establish student clubs and organizations for diverse interests Organize regular events, workshops, and co-curricular activities 	Deans/* SAR -SA* Bursar/ Senior Student Counsellor/	<ul style="list-style-type: none"> Number of active student clubs and organizations Number of events, workshops and extracurricular activities organized through student clubs and organizations 	17 20	02 20	02 25	02 30
1.4.2	Strengthen Mentorship Programmes	<ul style="list-style-type: none"> Implement mentorship programmes to enhance student-faculty interaction 	<ul style="list-style-type: none"> Conduct regular mentorship meetings 	Deans/* HODs/ Student Counsellors/ SAR - Student Affairs / Director - Social Reconciliation Centre/	<ul style="list-style-type: none"> Percentage of students participating in mentorship programs. 	100%	100%	100%	100%

				Director – Centre for Gender Equity & Equality					
1.4.3	Integrating & orienting new students to the university community	<ul style="list-style-type: none"> Facilitate the undergraduates’ transition from school to the university culture Orientation of new students to the university culture 	<ul style="list-style-type: none"> Organize orientation programmes to welcome new students. Develop student orientation policy 	Director – PGU/* Director – CODL/* Senior Student Counsellor * Vice Chancellor/ Deans/	<ul style="list-style-type: none"> Number of events/activities conducted under the orientation programme 	10	10	10	10
1.4.4	Enhance international exposure	<ul style="list-style-type: none"> Introduce & strengthen student and staff exchange programmes with foreign universities Accredit study programmes with national and international professional 	<ul style="list-style-type: none"> Sign MoUs for student/staff exchange programmes Attract foreign students/staff Open study programmes for foreign students Commence joint study programs with foreign Universities Submission of proposal for accreditation 	Director – ICC * Vice Chancellor/ Deans/ Registrar/ MoU Review Committee/ Director – CQA/ Director – PGU/	<ul style="list-style-type: none"> Number of MOUs signed with foreign universities and institutes Number of invited talks Number of Foreign students/staffs joined Number of study Programmes open for foreign students Number of joint study programmes with foreign Universities Number of accredited degree programmes 	08 10 08	03 10 10	04 10 10	04 10 10

		institutes	<ul style="list-style-type: none"> Obtain the accreditation 						
1.4.5	Enforce anti-ragging/anti-violence act and related university by-laws	<ul style="list-style-type: none"> Educating newly enrolled students on ragging and consequences Establishing a safety app. for staff and students to report incidents of ragging/ violation of rights Establishing mechanism for all staff to report and act on any unlawful incident within the University 	<ul style="list-style-type: none"> Conducting workshops/awareness sessions on ragging and consequences Educate students to effectively use anti-ragging portal and university hotline Implementing by-laws to ensuring gender equity and equality 	Director - CGEE* Vice Chancellor/ Deans/ HODs/ / Senior Student Counsellor / Proctor	<ul style="list-style-type: none"> Number of workshops/sessions consequences of ragging and complaint procedures Number of reported ragging/violence and other incidents through the anti-ragging portal and university hotline Number of reported incidents related to violation of gender equity and equality 	04 02 01	05 0 0	05 0 0	05 0 0
Objective 5: Establish Career Counselling and Placement Services									
1.5.1	Strengthen Career Guidance Programmes for undergraduates	<ul style="list-style-type: none"> Strengthen and implement career guidance programmes. 	<ul style="list-style-type: none"> Conduct workshops on career planning, resume writing, interview skills, and job search strategies Organize seminars, workshops, career fairs, job vacancy database featuring industry professionals to provide insights 	Director - CGU* Faculty Coordinator - CGU Career guidance counsellor	<ul style="list-style-type: none"> Number of workshops on career planning, resume writing, interview skill, etc. Number of seminars workshops, career fairs, etc conducted to provide insights on career paths 	14 01	15 01	15 01	16 01

			into various career paths. <ul style="list-style-type: none"> • Conduct career counselling programmes for students. 		<ul style="list-style-type: none"> • Number of career counselling programmes conducted for students 	88 cases	0	0	0
1.5.2	Maximize employability of the Graduates	<ul style="list-style-type: none"> • Identify students' employability trends and patterns. 	<ul style="list-style-type: none"> • Conduct annual survey on student employability 	Director - CGU*	<ul style="list-style-type: none"> • Percentage of student employability index 	64.2%	80%	85%	90%

* Reporting Officer/s

Table 10: Key Performance Indicators for Goal Two

Goal 2: Research Excellence									
Position Uva Wellassa University as a recognized hub for impactful research by increasing the number of research projects									
Ref No	Strategy	Activity	Sub Activity	Responsibility	KPI	Base Line	Target 2024	Target 2025	Target 2026
Objective 1: To Invest in Cutting Edge Facilities to Support Research Focusing Value Addition									
2.1.1	Facilitate significant growth in research opportunities and demonstrate value and recognition.	<ul style="list-style-type: none"> Conduct research projects on distinctive research themes Allocate university grants for research projects Encourage staff to obtain memberships of professional bodies (at least one per individual) relevant to the discipline 	<ul style="list-style-type: none"> Promote distinctive research themes prioritize on Industry needs Promote national research collaborations Promote industry-based research projects Conduct training programmes on research for undergraduates/post graduates/staff Promote memberships of professional bodies to disseminate knowledge through professional bodies 	Chairman-RC*/ Director - SDC* Deans/ Heads/	• Number of research themes identified	New	12	14	16
					• Number of national research collaborations formed	New	10	12	15
					• Number of final years research projects conducted	New	50	60	80
					• Number of research workshops/training conducted	3	3	3	3
					• Number of research projects funded by university	28	20	25	25
					• Number of the staff members holding memberships in relevant professional bodies	New	80	100	120

2.1.2	Promote Interdisciplinary research	<ul style="list-style-type: none"> Conduct interdisciplinary team-based research projects 	<ul style="list-style-type: none"> Conduct research projects involving different disciplines 	Chairman - RC* Deans/ Heads/	<ul style="list-style-type: none"> Number of interdisciplinary research projects undertaken by staff/students 	10	20	30	40
2.1.3	Exploit potential external funding sources	<ul style="list-style-type: none"> Seek External Funding and Partnerships Secure funds for research from National and International Agencies Secure industrial funding sources for industry-oriented research/projects Building collaborations and other investors for obtaining funds for partnership developments 	<ul style="list-style-type: none"> Identify potential external funding sources, including local and international grants Signing MOUs with partners for research funds 	Bursar* Chairman - RC*/ Director-ICC* Deans/ Heads/	<ul style="list-style-type: none"> Number of identified external funding sources for research 	New	2	3	4
					<ul style="list-style-type: none"> Number of active collaborative MoU's and partnerships signed on Research. 	10	12	15	20
					<ul style="list-style-type: none"> Number of new competitive research grants secured 	10	12	12	15
					<ul style="list-style-type: none"> Amount of funding allocated to research projects 	Rs.10.00 Mn.	Rs.10.00 Mn	Rs.12.50 Mn	Rs.13.00 Mn
Objective 2: To Foster Industry Collaboration									
2.2.1	Industry Needs Analysis	<ul style="list-style-type: none"> Conduct Industry Needs Assessment 	<ul style="list-style-type: none"> Engage with industry representatives to identify key challenges/ trends/ emerging issues. 	Chairman - RC* Deans/ Heads	<ul style="list-style-type: none"> Number of industry representatives engaged. 	New	10	15	20
					<ul style="list-style-type: none"> Number of identified industry 	New	10	15	20

			<ul style="list-style-type: none"> Analyze industry trends and emerging issues 		challenges/ trends/ emerging issues				
2.2.2	Industry Engagement Platforms	<ul style="list-style-type: none"> Organize Industry Forums and Workshops 	<ul style="list-style-type: none"> Host regular forums for dialogue between academia and industry. Conduct workshops to showcase research capabilities and discuss potential collaborations. 	Deans*/ Director-SDC*	<ul style="list-style-type: none"> Number of industry forums and workshops 	New	5	5	6
					<ul style="list-style-type: none"> Number of industry participants attending each event 	New	10	10	10
Objective 3: Establish and reinforce robust ethical standards and compliance procedures to maintain research integrity									
2.3.1	Strengthen Ethical Standards Framework	<ul style="list-style-type: none"> Strengthen the Research Ethic Review Committee Implement Training Programmes 	<ul style="list-style-type: none"> Conduct Ethical Training Workshops 	Chairman- RC*/ Director SDC* Deans/ D.QAC/ Heads	<ul style="list-style-type: none"> Number of Ethical Review committee meetings 	2	3	3	5
					<ul style="list-style-type: none"> Number Research projects obtained ethical clearance 	14	15	15	20
					<ul style="list-style-type: none"> Number of Attendees/ Participants in training workshops 	30	40	40	40
Objective 4: Communicate research excellence to stakeholders									
2.4.1	Facilitate delivering research outcomes that impact upon	<ul style="list-style-type: none"> Facilitate staff to participate in local and international trainings/works 	<ul style="list-style-type: none"> Participate in international and local training programmes 	Chairman - RC*/ Bursar*	<ul style="list-style-type: none"> Number of staff members participated in Local workshops/Trainings on Research 	New	10	20	25

	academia, business and society	hops/ forums related to research	<ul style="list-style-type: none"> Participate in international research forums Developing MIS for research Conduct training programmes on publications 	Deans/ Heads/ Director ICC	<ul style="list-style-type: none"> Number of staff members participated in Local research conferences Number of staff members participated in international workshops/Trainings on Research Number of staff members participated in international research conferences Percentage of completion of MIS project for research 	New	30	40	50
2.4.2	Utilize Multi-Channel Communication	<ul style="list-style-type: none"> Diversify Communication Channels 	<ul style="list-style-type: none"> Identify and utilize a mix of channels such as publications, social media, and conferences. Tailor communication strategies to reach 	Chairman - RC*/ Deans/ Heads	<ul style="list-style-type: none"> Number of communication channels utilized Number of research outputs disseminated via diverse communication channels 	New	2	3	4
						New	20	30	40

			diverse target audiences.		<ul style="list-style-type: none"> Audience reaches and engage across different channels (Views, citations etc.) 	New	100	150	200
2.4.3	Organize and Implement Research Outreach Events and Activities	<ul style="list-style-type: none"> Conduct Research Outreach Events Commercialize Research works Continue Annual International Research Conferences Publish University/Faculty Research Journals Expand the access to online resources through annual subscriptions 	<ul style="list-style-type: none"> Organize seminars, workshops, and webinars to showcase research findings. Engage with local communities through outreach programs. Conducting Exhibitions UWU awards for best commercialization Organize faculty level research Symposiums Continue the academic journal and books subscriptions Launch impactful research journals <ul style="list-style-type: none"> Journal of Technology and Value Addition 	Deans*/Chairman - RC*/Director - UBL*/Director - PGU*	<ul style="list-style-type: none"> Number of outreach events organized to disseminate research outcomes per year Number of new product developments (Products/services/processes) Number of research papers published by staff members in indexed journals Number of new research publications in non-indexed journals Total number of abstracts published by UWU staff. Number of Undergraduate theses per year 	5	6	6	7
						4	5	5	5
						50	60	70	80
						55	125	150	200
						150	200	250	300
						400	400	450	500

			<ul style="list-style-type: none"> ○ Journal of Agriculture and Value Addition ○ Journal of Management and Tourism Research ○ Journal of Applied Science and Engineering ○ Management Bulletin (Biannual) ○ UWU Tech Magazine ○ Harvest Magazine (Biannual) ○ Voyage Magazine 		<ul style="list-style-type: none"> • Number of postgraduate theses per year • Number of commercials introduced by the staff/students • Number of Patents per year • Number of Research conferences conducted • Number of research journals launched • Number of new journal/ book subscriptions 	51	53	66	73
2.4.4	Recognize and Reward Research Excellence	Strengthen a system for recognizing and rewarding faculty research excellence	<ul style="list-style-type: none"> • Improve criteria for recognizing impactful research • Research award in each discipline 	Chairman - RC*/ Deans/ Heads	<ul style="list-style-type: none"> • Number of faculty members recognized by the university for research excellence • Number of faculty members recognized by local and international institutes for research excellence 	28	30	30	35
						1	2	2	2

					<ul style="list-style-type: none"> Number of members who are showcased outstanding research 	1	2	2	2
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* Reporting Officer/s

Table 11: Key Performance Indicators for Goal Three

Goal 3: Talent Management									
Attract, recruit, and retain high-calibre staff by implementing targeted professional development programmes and transparent career advancement pathways									
Ref No	Strategy	Activity	Sub Activity	Responsibility	KPI	Base Line	Target 2024	Target 2025	Target 2026
Objective1: Expand professional development programme aligned with the university's strategic priorities									
3.1.1	Diversification of Professional development Programmes	<ul style="list-style-type: none"> Identify critical areas for training aligned with university strategic priorities. Designing training programmes in collaboration with industry and experts 	<ul style="list-style-type: none"> Conduct needs assessments to identify specific skills and knowledge gaps. Establish partnerships with external organizations for specialized training programmes 	Director - SDC* VC/ Deans/ REG/ AR - HR/	<ul style="list-style-type: none"> Number of identified critical areas in line with strategic priorities. 	05	05	05	05
					<ul style="list-style-type: none"> Number of participants in professional development programmes. 	40	40	40	40
					<ul style="list-style-type: none"> Percentage of completion rates of scheduled professional sessions and feedbacks obtained 	95%	95%	95%	95%
3.1.2	Technology Integration in	<ul style="list-style-type: none"> Incorporate technology for virtual and 	<ul style="list-style-type: none"> Invest in operational activities management system 	Director - SDC* Deans/	<ul style="list-style-type: none"> Number of Workshops/ Trainings 	04	06	06	06

	Career Development	<ul style="list-style-type: none"> remote operational activities Provide access to online resources and webinars. 	<ul style="list-style-type: none"> for programme delivery. Create an online repository of resources for ongoing Career development 	Registrar/ AR - HR					
					<ul style="list-style-type: none"> Number of Participants for the Workshops / Trainings 	40	50	50	50
Objective 2: Optimize streamlined processes to attract and retain top-tier candidates									
3.2.1	Process Efficiency Enhancement	<ul style="list-style-type: none"> Identify bottlenecks and areas for improvement in the hiring workflow. Align the recruitment processes to attract hires within the unique organization culture Improve online application platform Adhere to the approved norms and practices 	<ul style="list-style-type: none"> Highlights unique organization culture in the recruitment messages Use of broader communication platforms to give publicity for vacancies Advertising/ Filling the vacancies on timely basis Timely designed plans for promotions 	AR- HR* Vice Chancellor/ Deans/ Registrar/	<ul style="list-style-type: none"> Academic staff to student ratio. Number of academic staff to supportive staff ratio. Percentage of senior academic staff members of the total number of academic staff Percentage of doctoral degree holders to the total academic staff number. Percentage of unfilled vacancies out of total cadre positions. Percentage of administrative and admin-support staff members who successfully 	23:1	22:1	20:1	18:1
						1:1.3	1:1.4	1:1.5	1:1.5
						54%	56%	58%	58%
						42%	44%	46%	48%
						27%	27%	25%	23%
						50%	50%	60%	70%

		<ul style="list-style-type: none"> Promoting the staff on due times 			completed the induction program				
					<ul style="list-style-type: none"> Percentage of carder positions filled by the approved permanent positions 	72%	75%	78%	80%
					<ul style="list-style-type: none"> Percentage of the staff members received promotions in due time period following application 	80%	82%	84%	86%

Objective 3: Develop, implement, and refine a comprehensive employee recognition program

3.3.1	Recognizing and rewarding the excellence in teaching, research and administrative service	<ul style="list-style-type: none"> Develop a comprehensive mechanism for recognition and rewarding of excellence in academic/ administrative/ other services 	<ul style="list-style-type: none"> Appoint a committee to develop procedure and awarding criteria Appoint a committee of jurors for receiving and evaluation of applicants/ nominees Publish the excellence in teaching, research and administration in public domain 	Deans*/ Registrar*/ Vice Chancellor/ Director QAC/ AR-HR/ Chairman-RC/ Librarian	<ul style="list-style-type: none"> Number of rewards given on excellence in, <ul style="list-style-type: none"> Teaching (New) Administration (New) Other (New) 	New	05	05	05
					<ul style="list-style-type: none"> Number of e-based News Letters published 	New	05	05	05

			<ul style="list-style-type: none"> • Publishing UJU News Letter • Develop e-based News Letters 						
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** Reporting Officer/s*

Table 12: Key Performance Indicators for Goal Four

Goal 4: Infrastructure Development and Optimization									
Enhance institutional capacity through effective and efficient resource and infrastructure management									
Ref No	Strategy	Activity	Sub Activity	Responsibility	KPI	Base Line	Target 2024	Target 2025	Target 2026
Objective 1: Develop Future-Ready Degree Programs and Implement Innovative Teaching, Learning & Assessment									
4.1.1	Streamline the Resource Allocation Procedure	<ul style="list-style-type: none"> Conduct a thorough assessment of current resource allocation processes. Implement technology-driven tools to streamline and optimize resource allocation decisions. Continues monitoring and reviewing the operational and action plans 	<ul style="list-style-type: none"> Establish a committee to review existing resource allocation procedures. Pilot and integrate a resource management system to track and allocate resources efficiently. Conduct corporate plan review meeting on quarterly basis for close monitoring Hiring expertise service on timely basis 	Bursar* Vice Chancellor/ Registrar/ Deputy Bursar/ Deputy Bursar GA	<ul style="list-style-type: none"> Number of meetings held on resource allocation procedure Percentage increase in accuracy of resource allocation. Frequency of corporate plan review meetings held per year 	02	03	03	03
						85%	90%	95%	95%
						02	03	04	04
					<ul style="list-style-type: none"> Number of experts consulted on resource allocation process (Snr. Management Committee) 	09	09	10	10

Objective 2: Implement Sustainable Infrastructure Development Plan									
4.2.1	Ensuring sustainable Infrastructure development mechanism	<ul style="list-style-type: none"> Assess the current state of university infrastructure and identify areas for improvement. Develop a long-term plan for sustainable infrastructure development. Building additionally required Lecture theatres Equip laboratories of all faculties Establishment of Centre for Field Research and Training in Aquaculture (CFRTA) 	<ul style="list-style-type: none"> Upgrading the available laboratories Acquisition of land and initial preparations Purchasing equipment and other relevant facilities. Purchase equipment's/software for training stations Advance Instrumentation of laboratories Laboratories suggested, <ul style="list-style-type: none"> Industrial Biosystems Technology Laboratory Workshop for Engineering Technology Automobile Laboratory 	Bursar*/DR- GA* Deans/ Chairman EC/ Chairman ITC	Number of infrastructure improvement projects initiated.	01	03	05	03
					Percentage of sustainable practices implemented in new projects.	80%	80%	80%	80%
					Number of processes which are promoted and transformed to environment friendly operations per year.	8	9	10	10
					Percentage of class rooms equipped with modern teaching equipment	18%	21%	25%	23%
					Percentage of investment on laboratory infrastructure development (Investment on Labs/ Total capital investment on infra)	17.5%	18%	19%	20%
					Percentage of completion of	New	5%	40%	75%

	<ul style="list-style-type: none"> • Implementati on of Phase II - Laboratory and Lecture Hall Complex of the Faculty of Technological Studies • Establishmen t of E-resources and ICT unit for the purpose of Medicine, Technology and other faculties • Extension of Control and Automation Laboratory - Department of Engineering Technology • Construction of computer laboratories for ICT degree programme 	<ul style="list-style-type: none"> ○ Molecular Biology Laboratory ○ Advance Computer Laboratory ○ Research Computer Laboratory ○ Disease Laboratory ○ Water and Waste water treatment laboratory 	<ul style="list-style-type: none"> • Bidding process and commencement of the construction of the auditorium • Construction of Tennis Court and Basketball Court • Construction of Amphi- theatre/ cultural hub • Construction of Lecture Hall and Laboratory complex for FASEA 	Auditorium under phase II				
				• Percentage of Wi-Fi zone coverage of the university premises	80%	80%	80%	80%
				• Completion percentage of Modern agriculture and Livestock and field research and training center	5%	15%	50%	75%
				• Completion percentage of model agriculture farms	5%	15%	50%	75%
				Medical Faculty Establishment, <ul style="list-style-type: none"> • Percentage completion of renovation of G Block as Temporary arrangement for medical faculty staff • Percentage of completion of canteens for medical faculty and other students • Percentage of completion of pre-clinical laboratory and lecture hall complex (pre-clinical phase) 	60%	100%	-	-
	0	30%	100%	-				
	0	10%	40%	70%				

		<ul style="list-style-type: none"> • Construction of remaining components of project Phase II- Auditorium • Enhance the aesthetic value of the landscape of the university premises • Provide suitable office spaces for all staff members of the University • Improve facilities for differently abled persons • Construct/ Allocate space for common lounge facilities • Addressing the SDGs through our operations, 	<ul style="list-style-type: none"> • Maintain the landscaping university premises • Provide Furniture and equipment • Enhance the facilities to provide access for differently abled persons • Strengthen the university environmental sustainability committee and lay down the responsibilities for, <ul style="list-style-type: none"> ○ Green energy Management ○ Waste water management system ○ Transforming to e-management ○ Adopting 3R concept • Identify, promote and support initiatives that promote Green within the university. • Expand the current Wi-Fi system to 						
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		<p>policies and processes</p> <ul style="list-style-type: none"> • Provide internet facility for Senior Staff Quarters • Develop simulation room for hospitality operations • Establishment of Medical Faculty • Establishment of <ul style="list-style-type: none"> ○ Agriculture and Livestock Field Research and Training Centre (Outside the University) • Model Agriculture Farm (Within the 	<p>cover more geographical area</p> <ul style="list-style-type: none"> • Medical Faculty <ul style="list-style-type: none"> ○ Renovation of G Block as Temporary arrangement for medical faculty staff ○ Establishment of anatomy laboratory ○ Establishment of a student canteen for medical faculty and other students ○ Design and Construction of pre-clinical laboratory and lecture hall complex (pre-clinical phase) ○ Construction of professorial unit in collaboration with teaching hospital - Badulla 						
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		University premises)	<ul style="list-style-type: none"> • Agriculture and Livestock Field Research and Training Centre <ul style="list-style-type: none"> ○ Acquisition of land outside the University and initial preparations i.e., fencing ○ Forwarding project proposal documents. ○ Construction of buildings and other facilities ○ Purchasing equipment and other relevant facilities. • Model Agriculture Farm Development, <ul style="list-style-type: none"> ○ Units include: <ol style="list-style-type: none"> 1. Model Livestock Unit; 2. Model Crop Unit; 3. Model Aquaculture Unit. ○ Obtaining Financial assistance ○ Planning and Implementing activities for the 						
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			development of model Agriculture Farm						
Objective 3: Enhance Financial Management and Accountability									
4.3.1	Enhancing transparency of Financial Management through strengthened policies and procedures	<ul style="list-style-type: none"> Review and strengthen financial management policies and procedures. Implement accountability measures to ensure transparent financial practices. Maintain and upgrade the automated financial management system Conduct statutory meetings in a timely manner 	<ul style="list-style-type: none"> Conduct internal audits to identify areas for improvement in financial management and implement good governance Establish a system for regular financial reporting and transparency. Upgrade existing software systems Establish online payment methods Conduct the following meetings as on year planner; <ul style="list-style-type: none"> Finance Committee Procurement Committee Audit and Management Committee meeting 	Bursar* Vice Chancellor/ DB/ IA/ DR- GA	<ul style="list-style-type: none"> Frequency of financial reports shared with stakeholders. <ul style="list-style-type: none"> All Stakeholders UGC/ Treasury Timely submission of Annual report (on due time) Timely submission of financial statements (on due time) Obtain “unqualified” opinion from the Auditor General. Percentage of utilization of budgetary allocations per year Number of meeting sessions held of Finance Committee during the year Number of meeting sessions held of Procurement Committee 	1 12	1 12	1 12	1 12

	<ul style="list-style-type: none"> • Delegation of financial authority among administrative and financial staff to ensure the smooth operation of financial activities • Monitor and review progress of the administrative and financial activities on regular basis • Provide information in line with national and international standards and other relevant legislations and submit statutory 	<ul style="list-style-type: none"> ○ Procurement Progress meeting ○ Land, Building and Maintenance Committee • Design a delegation of authority according to the University Management guide • Follow ministry requirements and Code of Best practice in preparation of Annual Report • Follow Accounting Standards in Preparation of financial statements • Submit approved annual report on due date • Submit approved financial statements on due date • Submit approved procurement Plan on time • Provide managements reports to the Audit 		<ul style="list-style-type: none"> • Number of meeting sessions held on Audit and Management Committee • Number of meeting sessions held on Procurement Progress meeting • Number of meeting sessions held on Land, Building and Maintenance Committee 	4	4	4	4
					06	10	10	10
					09	10	10	10

		reports on timely basis	and Management Committee						
Objective 4: Foster Energy Efficiency and Conservation									
4.4.1	Ensuring Energy consumption efficiency	<ul style="list-style-type: none"> Implement energy-efficient practices and technologies across the University premises. 	<ul style="list-style-type: none"> Develop and revise sustainable energy utilization protocol Install sustainable energy utilization systems 	Chairman - EC* DR-GA/ LBMC	<ul style="list-style-type: none"> Number of sustainable energy utilization initiatives implemented. 	3	1	1	1
Objective 5: Improve Facilities and Operational Maintenance									
4.5.1	Provide uninterrupted support services	<ul style="list-style-type: none"> Develop a comprehensive facilities maintenance plan. Implement near-new maintenance policy and practices to ensure the longevity of university facilities. Outsource appropriate peripheral 	<ul style="list-style-type: none"> Conduct a facilities assessment to identify maintenance priorities. Analyze the services required to outsource to minimize the administration cost and the operational cost Assess the outsourced services for operational excellence 	Works Engineer* Registrar/ DR- GA	<ul style="list-style-type: none"> Decrease of percentage in unplanned facility downtime. Number of preventive maintenance activities completed. Number of Services Outsourced. 	60%	58%	56%	54%
						10	14	16	18
						6	6	6	6

		services to increase efficiency and maintain lower cost							
4.5.2	Strengthened Physical Education and recreation	<ul style="list-style-type: none"> Increase the facilities of the Physical Education Unit 	<ul style="list-style-type: none"> Provide facilities for Inter University games to students and staff Organize inter faculty games to select students for inter university games Organize the University colours night Provide facilities for university annual tournaments for students and staff 	Director – PEU*	<ul style="list-style-type: none"> Number of local achievements in sports by, <ul style="list-style-type: none"> Staff 6 Students 3 Number of International achievements in sports by staff and students <ul style="list-style-type: none"> Staff 0 Students 3 Number of University Represented tournaments per year by staff and students <ul style="list-style-type: none"> Staff 4 Students 3 	<ul style="list-style-type: none"> 8 4 0 8 	<ul style="list-style-type: none"> 9 5 1 1 9 4 	<ul style="list-style-type: none"> 10 5 1 1 9 5 	
4.5.3	Provide suitable residential facilities, health care, welfare and essential services community within the university premises	<ul style="list-style-type: none"> Provide residential/accommodation facilities for all eligible staff by constructing/renting houses/hostels 	<ul style="list-style-type: none"> Acquire land and construct staff quarters Acquire land for construction of student hostels Construction of staff quarters Provide residential facilities/accommodation payment for all 	DR- GA*/ Medical Officer*	<ul style="list-style-type: none"> Percentage of students with residential facilities provided by the University 44% Percentage of staff members provided with residential facilities 15% Percentage of staff receiving the accommodation payment 36% 	<ul style="list-style-type: none"> 40% 13% 30% 	<ul style="list-style-type: none"> 45% 13% 25% 	<ul style="list-style-type: none"> 70% 20% 20% 	

	<ul style="list-style-type: none"> Construct / rent facilities to provide accommodation for students Upgrade Medical Centre to facilitate in-house medical care with professional help Facilitate the service providers to initiate outlets to provide the daily needs of the University community Providing financial support to university staff within government regulations 	<ul style="list-style-type: none"> eligible staff members Enhance the Medical testing facilities Provide Dental facilities Establish Service Centres in: <ul style="list-style-type: none"> Salon Laundry Provide distress and vehicle loan facility Provide property loan facility with collaboration of Banks Implementation of the Insurance Scheme Identify the location and establish the Day-care Centre Provide required transportation facility for welfare purpose 		<ul style="list-style-type: none"> Number of available staff quarters 	61	61	61	61
				<ul style="list-style-type: none"> Number of medical treatments provided by the medical center 	40	45	50	55
				<ul style="list-style-type: none"> Number of Distress and Vehicle loan facilities provided 	04	06	08	10
				<ul style="list-style-type: none"> Number of property loan facilities provided 	0	02	04	06
				<ul style="list-style-type: none"> Percentage completion of the Day-care Centre project 	New	50%	80%	100%
				<ul style="list-style-type: none"> Number of welfare events facilitated 	6	6	6	6

		<ul style="list-style-type: none"> • Initiate a contributory medical insurance scheme for university staff • Establish a Preschool and Day-care centre for children of UWU community • Provide transport facilities to eligible staff 							
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** Reporting Officer/s*

Table 13: Key Performance Indicators for Goal Five

Goal 5: Community Engagement and Entrepreneurship									
Strengthen community engagement and entrepreneurship by establishing impactful community service projects and fostering partnerships with local and regional businesses									
Ref No	Strategy	Activity	Sub Activity	Responsible Division	KPI	Base Line	Target 2024	Target 2025	Target 2026
Objective 1: Launch Impactful Community Service Projects									
5.1.1	Community Empowerment	<ul style="list-style-type: none"> Develop and implement community service projects to address identified needs 	<ul style="list-style-type: none"> Collaborate/liaise with NGOs or government agencies to enhance project impact. Conduct/facilitate seminar/workshops and other relevant programmes 	Director – CVC* Faculty Coordinators – CVC Director - UBL	<ul style="list-style-type: none"> Number of collaborations established with local NGOs/government agencies Number of community engagement activities completed Number of seminars, workshops and other relevant programmes conducted 	3	5	5	5
						1	3	4	5
						15	20	20	20

Objective 2: Promote Entrepreneurship Initiatives									
5.2.1	Create an entrepreneurial environment within the university	<ul style="list-style-type: none"> Strengthen entrepreneurship culture and behaviour within the university community. 	<ul style="list-style-type: none"> Collaborate with successful entrepreneurs to provide mentorship Organize workshops/seminars/training programmes and competitions to encourage innovation 	Deans* Director – UBL* Director – CGU Heads	<ul style="list-style-type: none"> Number of workshops, seminars, training programmes conducted in promoting entrepreneurship culture Number of collaborations established with entrepreneurs Number of start-ups initiated by university students Number of incubation programs/startups competitions conducted 	5	5	5	5
Objective 3: Facilitate Industry-Academia Partnerships									
5.3.1	Strengthening industry collaborations	<ul style="list-style-type: none"> Identify key industries in the local and regional area through research and networking. 	<ul style="list-style-type: none"> Organize industry-specific forums and events to connect businesses with academic departments. Establish internship and cooperative education 	Director – UBL* Director – CGU Faculty & Department Industrial	<ul style="list-style-type: none"> Number of MoUs/LoA signed with the industry partners Number of educational 	5	5	5	5

		<ul style="list-style-type: none"> Develop partnership frameworks to facilitate collaboration between the university and these industries 	<ul style="list-style-type: none"> Identify and develop a database of potential collaborators 	Training Coordinators	<ul style="list-style-type: none"> programmes conducted with local businesses Number of entries in the database of collaborators 	NEW	20	30	40
Objective 4: Strengthening UWU Alumni									
5.4.1	Creation of alumni for long lasting, mutually beneficial relationships	<ul style="list-style-type: none"> Facilitate professional development workshops and networking events for the alumni Provide mentorship programmes 	<ul style="list-style-type: none"> Encourage passed-out students to enrol and register with alumni societies Provide assistance/ guidance for alumni to commercialize innovations 	Director – CGU* Director – UBL* Senior Student Counsellor*	<ul style="list-style-type: none"> Number of graduates registered with Alumina Society Number of services rendered to Alumina by the UBL. Number of events funded by alumni societies 	NEW	1,000	2,000	3,000
						NEW	5	5	5
						NEW	2	3	3

* Reporting Officer/s

Table 14: Key Performance Indicators for Goal Six

Goal 6: Integration of Technological Advancements									
Modernize university-wide operations by integrating cutting-edge technologies in teaching and learning, research, and overall administrative operations									
Corporate Plan Reference No	Strategy	Activity	Sub Activity	Responsible Division	KPI	Base Line	Target 2024	Target 2025	Target 2026
Objective 1: Adopt Interactive Teaching Technologies									
6.1.1	Enhance the environment for teaching by the use of interactive technology	<ul style="list-style-type: none"> Identify and implement interactive technologies to enhance classroom engagement. Train staff on the effective use of interactive tools. 	<ul style="list-style-type: none"> Deploy smart displays, or virtual reality tools. Develop a repository of interactive teaching resources for faculty Invest in technology to support innovative teaching approaches 	Deans/* Heads	<ul style="list-style-type: none"> Percentage of lectures conducted in smart classroom 	10%	15%	17.5%	20%
6.1.2	Incorporate & establish modern collaborative spaces to nurture teaching	<ul style="list-style-type: none"> Improve web-based teaching/learning assessment tools 	<ul style="list-style-type: none"> Promoting the use of smart displays, VLE or virtual reality tools 	System Analyst*	<ul style="list-style-type: none"> Percentage usage of VLE for teaching/learning/ assessment 	85%	90%	93%	95%

		<ul style="list-style-type: none"> Installing the latest version of ILMS 	<ul style="list-style-type: none"> Bibliographic data entry to the ILMS 	Librarian*	<ul style="list-style-type: none"> Number of completed bibliographic data entry 	5,000	7,000	9,000	12,000
		<ul style="list-style-type: none"> Technology based library services 	<ul style="list-style-type: none"> Implementing radio frequency identification system to the library (RFID) Establishing digital and learning commons at the library 	Librarian*	<ul style="list-style-type: none"> Percentage of RFID equipment installed & activated Percentage of completed projects 	New	2%	3%	8%
						25%	50%	85%	100%
Objective 2: Strengthen Digital Teaching, Learning & Assessment Platforms									
6.2.1	Upgrading/Adapting the digital platform for teaching, learning and assessment	<ul style="list-style-type: none"> Integrate a comprehensive digital learning platform for course materials and collaborative activities. Provide training to faculty and students on utilizing the digital platform effectively. 	<ul style="list-style-type: none"> Upgrade/Adapt digital learning platforms. Develop training manuals on interactive and engaging content on the platform. Conducting Training Programmes 	Deans/* Heads/ Director – SDC/ System Analyst	<ul style="list-style-type: none"> Percentage of digital learning platform for students. Percentage of course accessibility and content delivery. Number of user/training manuals developed/ revised per year Number of training programmes 	100%	100%	100%	100%
						80%	90%	90%	90%
						NEW	01	01	01
						02	02	02	02

					conducted per year				
Objective 3: Upgrade Teaching, Learning & Assessment Digital Infrastructure in Lecture Halls/Theatres /Laboratories									
6.3.1	Elevate the in-class teaching, learning environment	<ul style="list-style-type: none"> Define minimum basic digital infrastructure for TLA Assess and identify physical infrastructure needs to accommodate technology integration. 	<ul style="list-style-type: none"> Conduct a need assessment and prioritize basic digital TLA needs Categorize/inventorize available TLA facilities 	DR – GA* Deans Heads Registrar Bursar	<ul style="list-style-type: none"> Number of -Lecture Halls/Theatres/ Classrooms and - Laboratories upgraded with modern infrastructure 	10 02	02 01	02 01	02 01
6.3.2	Technological Infrastructure Improvement in the lecture hall	<ul style="list-style-type: none"> Upgrade and enhance the infrastructure to create conducive environment for TLA 	<ul style="list-style-type: none"> Upgrade/Acquire digital teaching aids. 	IT Committee*	<ul style="list-style-type: none"> Percentage completion of adopting digital teaching aids 	40%	45%	50%	55%
Objective 4: Foster an Innovative Culture for Academic and Administrative Efficiency									
6.4.1	Link innovation and experimentation for administrative efficiency	<ul style="list-style-type: none"> Develop a mechanism to collect specifications 	<ul style="list-style-type: none"> Collect specification of requirements 	Deans/ * Registrar/* Vice Chancellor/	<ul style="list-style-type: none"> Number of specifications received 	0	1	1	1

	<ul style="list-style-type: none"> Automated student services from registration to graduation. 	<ul style="list-style-type: none"> Introduction of online student management system; <ul style="list-style-type: none"> Student enrolment Registration - Semester Registration Mahapola/Bursary Medical Submission Course registration and cancellation Exam enrolments and results management Graduation supplication form 	Registrar*	<ul style="list-style-type: none"> Percentage of completion of the project to standardize and align major business process streamline with ERP Percentage of services provided via online student management system 	NEW	30%	60%	100%
	<ul style="list-style-type: none"> Automated procurement procedures 	<ul style="list-style-type: none"> Adaptation of PROMISE.lk online procurement system 	Bursar*	<ul style="list-style-type: none"> Percentage of completion of the automated procurement procedures 	NEW	20%	40%	60%
	<ul style="list-style-type: none"> HRIS 	<ul style="list-style-type: none"> Introduction of Human Resource Information System 	AR - HR* Registrar	<ul style="list-style-type: none"> Percentage of completion of the HRIS project 	10%	20%	40%	60%
	<ul style="list-style-type: none"> Upgrading library Automation system 	<ul style="list-style-type: none"> Installation of latest version of ILMS 	Librarian*	<ul style="list-style-type: none"> Number of functional modules implemented 	3	5	6	7

* Reporting Officer/s

Financial Plan

The proposed financial plan in relation to the achievements of the university overall goals objectives and strategies in the Strategic Corporate Plan 2024-2026. The university financial goals focus on increasing revenue, reducing expenses, improving cash flow, or investing to the areas of infrastructure, technology and academic programmes. Financial planning process commences from the review of past financial performance and examines the revenue trends and expense patterns.

Accordingly, sources of funds and use of funds are described as follows.

Sources of Funds – Revenue

- Government grants allocated annually to the university through UGC. These grants are based on historical trends, legislative changes, and anticipated budget allocations
- Special Grants allocation to the university from foreign/local funded projects for the development of specific areas such as infrastructure, technology and academic programmes of the university.
- Internally generated funds from Postgraduate programmes, external degree programmes, diplomas, certificate courses, consultancies, short courses and etc.
- Other revenue sources such as foreign/local funded research grants, auxiliary services, investment income etc.

Uses of Funds – Expenditure

- Personnel Costs: Estimate salaries, benefits, and other personnel-related expenses.
- Operating Expenses: Forecast expenses for utilities, maintenance, supplies, and other operating costs.
- Capital Expenditures: Identify major capital projects or investments planned for land acquisition, construction of buildings, laboratory and teaching equipment, office equipment etc.
- Other Payments: Fee living programmes expenses and expenses for research projects.

Summary of Planned Sources and Uses of Funds 2024-2026

Table 15: Summary of Financial Projection 2024 -2026

#	Description	2024 Rs.Mn	2025 Rs.Mn	2026 Rs.Mn
1	Sources of funds - Revenue			
1.1	Government Grants			
1.1.1	Recurrent Grants	1,650.00	1815.00	1997.00
1.1.2	Capital Grants	450.00	495.00	545.00
1.1.3	Budget proposals	40.00	350.00	400.00
1.2	Special Grants			
1.2.1	Special Project – Foreign funded	50.00	100.00	150.00
1.3	Internal Generated Funds			
1.3.1	Postgraduate unit	24.00	35.00	45.00
1.3.2	Centre of Distance Learning	15.00	20.00	25.00
1.3.3	Other Consultancy/Programmes	8.50	10.00	15.00
	Total Revenue	2,237.50	2,825.00	3,177.00
2	Use of Funds - Expenditure			
2.1	Recurrent Expenditure			
2.1.1	Personnel Emoluments	1,125.00	1,238.00	1,361.00
2.1.2	Other Recurrent Expenses	572.50	642.00	731.00
2.2	Capital Expenditure			
2.2.1	Rehabilitation of Capital Assets	44.00	75.00	90.00
2.2.2	Acquisition of Fixed Assets	177.00	200.00	225.00
2.2.3	Construction Projects	216.00	200.00	194.00
2.2.4	Human Capital Development Project	3.00	5.00	8.00
2.2.5	Research and Development	10.00	15.00	18.00
2.2.6	Project operated budget proposals	40.00	350.00	400.00
2.2.7	Foreign Funded Projects	50.00	100.00	150.00
	Total Expenditure	2,237.50	2,825.00	3,177.00

ANNEXURES

1. Master Plan of Uva Wellassa University

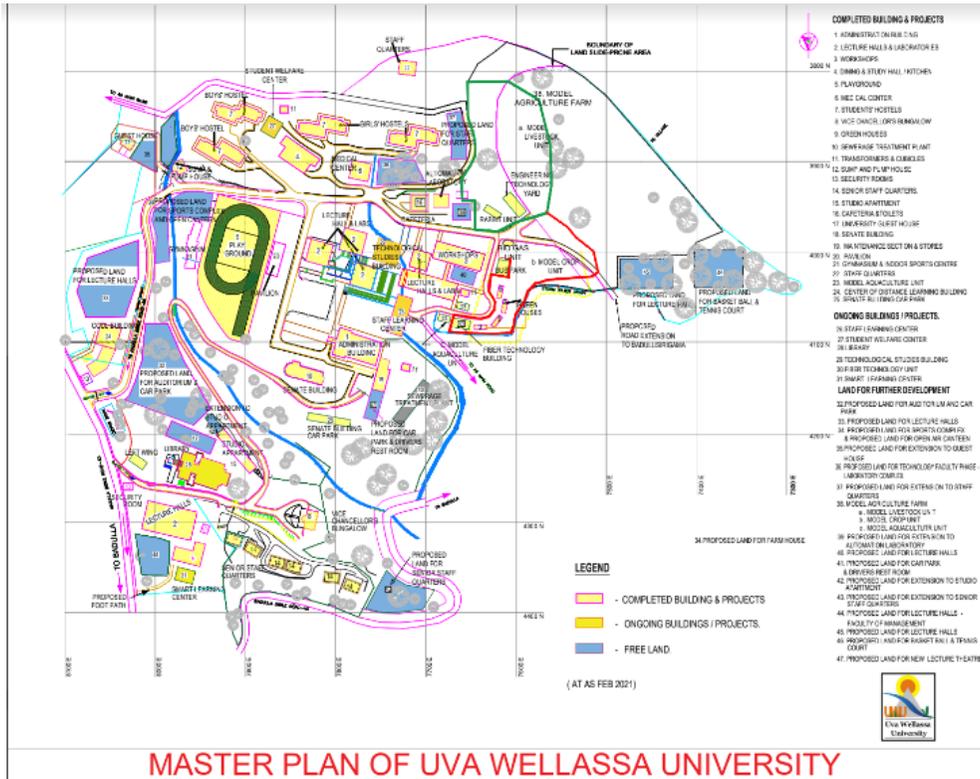


Figure 01: Master Plan

2. Organogram of UWU

AR- Assistant Registrar, AR(LS)- Assistant Registrar (Library Services), ARPU (Academic Research and Publication), L&D (Legal & Documentation), CW (Capital Works), AB- Assistant Bursar, AL- Assistant Librarian, CSO-Chief Security Officer, DB- Deputy Bursar, DL- Deputy Librarian, DR-Deputy Registrar, DR(GA)- General Administration, DR(SA)- Student Affairs, DR(HR)-Human Resource, HOD- Head of Department, PM- Project Manager, PS/VC- Personal Secretary to Vice Chancellor, PE- Physical Education, SAR- Senior Assistant Registrar, SAB- Senior Assistant Bursar, SAIA- Senior Assistant Internal Auditor, SAL- Senior Assistant Librarian, UMO- University Medical Officer, WE- WorksEngineer,
A – Animal Science and Export Agriculture,
B – Applied Sciences,
C- Management,
D – Technological Studies

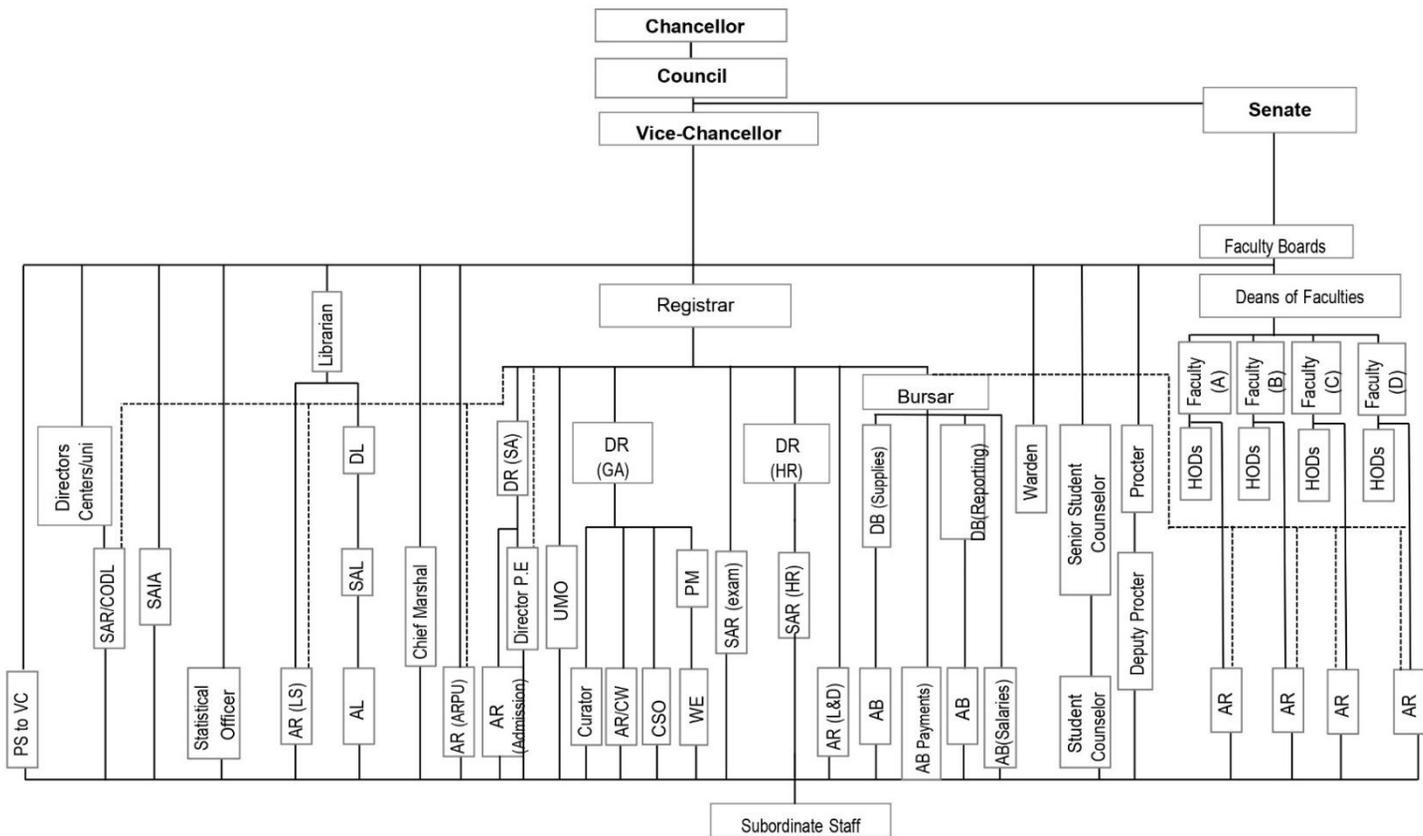


Figure 02: Organogram

UVA WELASSA UNIVERSITY OF SRI LANKA
BADULLA 90000
SRI LANKA