

Corporate Plan

2024-2028

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Table of Content

Vice Chancellor’s Message	04
Vision, Mission and Values	06
Goals	07
Objectives	
Expanding Access to Education, Research and Services	08
Ensuring Quality of Education	10
Enhancing Relevance of Education and Research	12
Ensuring Good Governance through promoting Justice and Equity	14
Endowing Invention, Innovation & Building Up Strategic Partnership	16
Epitomizing the Uniqueness to Promote Sustainable Development	18
Key Performance Indicators	20



Vice Chancellor's Message

The University of Ruhuna was established as a University college in 1978. The University of Ruhuna is now a fully-fledged national University with ten faculties. The University has a total of about 600 academics, 847 non-academics and about 14500 internal undergraduates students.

A University's corporate plan is a strategic framework that outlines the institution's overarching goals, vision and values. It typically covers a multi-year time frame, emphasizing the university's commitment to academic excellence, research, community engagement and institutional growth. This comprehensive document communicates the university's mission, key priorities and its strategy for addressing challenges and opportunities in higher education. It serves as a guiding document for the university's leadership, faculty, staff and stakeholders ensuring alignment with its long-term objectives and commitment to delivering quality education and research.

The term of the current Corporate Plan 2019-2023 of the University of Ruhuna will end soon. During this period University of Ruhuna underwent a massive transformation to become a one of few 'A' grade Universities in the country on the evaluation of the Quality Assurance Council of University Grants Commission. University of Ruhuna

achieved many KPIs and targets of the previous Corporate Plan. The University has developed a next five year Corporate Plan with a new vision to help and guide Ruhuna University till 2028 to reach an inspiring destination. This plan is expected to take University of Ruhuna to further heights.

University of Ruhuna will celebrate golden jubilee in 2028 and after five decades, this 2024-2028 Corporate Plan comes at a critical juncture in the history of University of Ruhuna.

This corporate plan identities six major goals and outlines a series of objectives that will promote innovation, accelerate research, commercialization of research and build on our existing strengths. The ultimate focus of this corporate plan is to guide Ruhuna University to become an international model in higher education.

I believe the University of Ruhuna will be able to achieve the vision with the help of academic, administrative, non-academic staff and the students.

Senior Professor Sujeewa Amarasena
Vice Chancellor
University of Ruhuna



VISION, MISSION AND VALUES

Vission

To be the prime intellectual thrust of the nation.

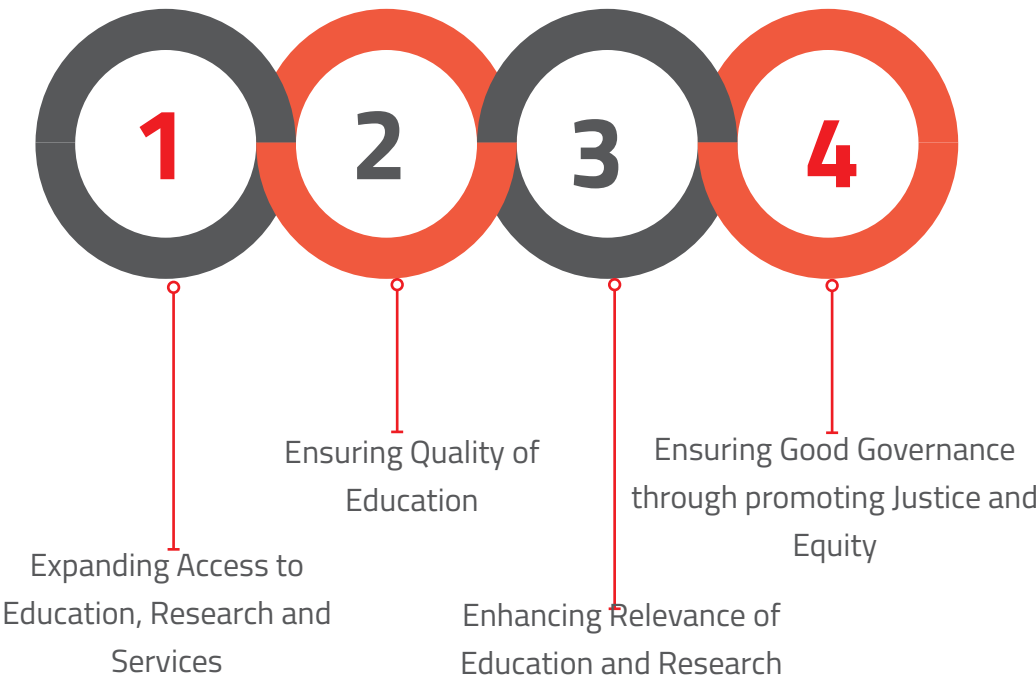
Mission

To advance knowledge and skills through teaching, research and services to serve the society.

Values

Dignity and Respect
Nurturing Creativity
Academic Merits
Social Responsibility

GOALS 2024 - 2028



01

EXPANDING ACCESS TO EDUCATION, RESEARCH AND SERVICES

Objectives

- 1.1 To increase the enrollment of selected degree programs by 12% which are strategically important in the economic development of the country by the year 2028. (special attention should be given to STEM)
- 1.2 To introduce 15 new degree programs of strategic importance to the development of the country by the year 2028.
- 1.3 Introduce 15 new distance courses/ online courses by the year 2028.
- 1.4 To implement a common credit transfer system for adapting (two credits or equalant two credits) the undergraduate degree programs of the University by the year 2028.
- 1.5 To increase the enrollment of research postgraduate students by 5% annually, until the year 2028.
- 1.6 To introduce 50 new partnership programs with overseas organizations by the year 2028.
- 1.7 To increase the capacity and facilities for research by 50% by the year 2028.
- 1.8 Development of a “High Tech Resource Sharing Policy” within the University by the year 2028.



02 ENSURING QUALITY OF EDUCATION

Objectives

- 2.1 To promote capacity building among Academic, Non-Academic and Support staff by the year 2028.
- 2.2 To digitalize 80% of the administrative processes and functions by the year 2028.
- 2.3 To automate 100% of the examination management system for all faculties of the university by the year 2028.
- 2.4 To complete the integration of the Library Management Information System (LMIS) among all the faculties by the year 2028.
- 2.5 To increase 100% utilization of existing infrastructure facilities and increase purchasing new equipment for automation.
- 2.6 To increase online teaching/learning opportunities up to 30% by the year 2028.
- 2.7 To provide 100% access to ICT facilities to all staff members and students by expanding Wi-Fi facilities by the year 2028.
- 2.8 Increasing International Recognition and Ranking by the year 2028.
- 2.9 To obtain national and international accreditations for the degree programs by the year 2028.
- 2.10 Submit all curricula to internal and external reviewers using set of criteria by 2028.
- 2.11 To centralize common sharing laboratory facilities by the year 2028.
- 2.12 To establish 25 collaborations with foreign universities and professional bodies by the year 2028.
- 2.13 To ensure 100% synchronization/coordination of academic programmes with facilities of sports and other social/cultural activities of student life by the year 2027.
- 2.14 Synchronization of the academic programs social cultural programs of all the faculties by the year 2027.



03

ENHANCING RELEVANCE OF EDUCATION AND RESEARCH

Objectives

- 3.1 To revise curricula of all undergraduate degree programs to increase the overall employability to be above 95% within the one year after graduation by the year 2028.
- 3.2 To revise curricula of all distance and continuing education degree programs to increase employability above 95% by the year 2028.
- 3.3 To revise curricula of all postgraduate degree programs to align with SLQF framework by the year 2026.
- 3.4 To convert all BSc and BCS degree programs to a four-year honors degree program by the year 2026.
- 3.5 To increase the provision of industrial training/implant training/internships for the undergraduates for all degree programs up to 100% by the year 2028.
- 3.6 To ensure at least 50% of research studies undertaken by the university to address the regional needs by the year 2028.
- 3.7 To convert all the degree programs into Outcome Based Education (OBE) methods by the year 2026.
- 3.8 To commercialize 25 new products/services by the year 2028





04 ENSURING GOOD GOVERNANCE THROUGH PROMOTING JUSTICE AND EQUITY

Objectives

- 4.1 To ensure a 100% career progression path for all categories of employees by the year 2028.
- 4.2 To legalize the minimum requirement of 40%-60% participation of female students in all student unions and study circles by the year 2028.
- 4.3 To introduce unbiased/transparent recruitment procedure to practice in all levels of recruitment and selection of employees by the year 2028.
- 4.4 To introduce 1 or 2 course units relevant to social harmony for all undergraduate degree programmes by the year 2028.
- 4.5 To improve the most relevant language skills and proficiency among all the students by the year 2025.
- 4.6 To ensure 100% provision of basic infrastructure facilities to cater to differently abled persons in all buildings by the year 2028.

- 4.7 To provide financial and social support for all the students who have dire economic/ social needs by the year 2028.
- 4.8 To maintain a 100% conducive environment for all ethno-religious communities to study and live in harmony by the year 2027.
- 4.9 To ensure 100% equal opportunities in all activities irrespective of gender, ethnicity and religion by the year 2028.
- 4.10 To ensure 100% implementation of Sexual Harassment prevention mechanism by the year 2028.
- 4.11 To ensure 100% adherence to the existing governing rules and regulations.
- 4.12 To ensure 100% accountability and transparency in all academic and administrative functions.
- 4.13 To ensure 100% quality/effective communication with all the stakeholders.
- 4.14 To promote 100% open and comprehensive stakeholders' engagement in university functions.
- 4.15 To ensure 100% social harmony.
- 4.16 To adhere to the RTI requests with quicker responses.



05

ENDOWING INVENTION, INNOVATION & BUILDING UP STRATEGIC PARTNERSHIP

Objectives

- 5.1 To link 50% of the degree programs with industry by the year 2028.
- 5.2 To develop & maintain a database of inventions and patents of the university by the year 2028.
- 5.3 To obtain 10 national and 5 international patents by the year 2028.
- 5.4 To participate in 10 national & International exhibitions by the year 2028.
- 5.5 To introduce 10 course units on IP Policy & Patenting Processes to the degree programs by the year 2028.

06 EPITOMIZING THE UNIQUENESS TO PROMOTE SUSTAINABLE DEVELOPMENT

Objectives

- 6.1 To establish a policy on sustainable development & climate changes by the year 2026.
- 6.2 To promote the 'Green/Sustainable University' concept in all the faculties and administration by the year 2028.
- 6.3 To establish a research Centre for Cultural Anthropology by the year 2027.
- 6.4 To establish a Centre for Regional Craft Entrepreneurs by the year 2026.
- 6.5 To establish Rain Water Harvesting system.
- 6.6 Ensure health and safety system for students and staff



KEY PERFORMANCE INDICATORS

Goal 01: Expanding Access to Education, Research and Services

KPIs	Year				
	2024	2025	2026	2027	2028
1.1 To increase the enrollment of selected degree programs by 12% which are strategically important in the economic development of the country by the year 2028 (special attention should be given to STEM)					
Percentage of Undergraduate Enrollment	00%	00%	04%	04%	04%
1.2 To introduce 15 new degree programs of strategic importance to the development of the country by the year 2028.					
New Undergraduate Programs	02	02	02	02	02
New Postgraduate Programs	01	01	01	01	01
1.3 Introduce 15 new distance courses/ online courses by the year 2028.					
Number of new distance/online courses introduced	03	03	03	03	03
1.4 To implement a common credit transfer system for adapting (two credits or equalant two credits) the undergraduate degree programs of the University by the year 2028.					
Number of degree programs with common credit transfer system	05	05	05	05	05
1.5 To increase the enrollment of research postgraduate students by 5% annually, until the year 2028.					
Percentage of new postgraduate students enrolled	05	05	05	05	05
1.6 To introduce 50 new partnership programs with overseas organizations by the year 2028.					
Number of new partnership programs with overseas organizations	10	10	10	10	10
1.7 To increase the capacity and facilities for research by 50% by the year 2028.					
Percentage increase in funds allocated by the University for research purposes	10	10	10	10	10
Number of articles published by University academics in indexed journals	50	50	50	50	50
Number of competitive research grants received by academics	20	20	20	20	20
Number of research awards received by academics	05	05	05	05	05
Number of new citations	600	700	800	900	1000
Number of Printed Books in the Library	271000	276000	281000	286000	291000

KPIs	Year				
	2024	2025	2026	2027	2028
Number of Database created by the Library	02	02	02	02	02
1.8 Development of a “High Tech Resource Sharing Policy” within the University by the year 2028					
Number of High Tech Instruments registered for sharing registry under the same policy	02	02	02	02	02

Goal 02: Ensuring Quality of Education

KPIs	Year				
	2024	2025	2026	2027	2028
2.1 To promote capacity building among Academic, Non-Academic and Support staff by the year 2028.					
Number of MOUs/collaborations (which provide postgraduate/administrative opportunities to the staff)	01	01	01	01	01
Allocation of 10% from generated income for human capital developments annually etc.	10	10	10	10	10
Number of Training programme/Workshop conducted	10	12	14	16	20
Development and Implementation of the HR strategy on training and development for non-academic staff	√	-	-	-	-
2.2 To digitalize 80% of the administrative processes and functions by the year 2028.					
Develop, establish and implement the quality policy and manual for streamlining administration functions	√	-	-	-	-
Digitalize component for when calling for applications for academic staff vacancies	100%	100%	100%	100%	100%
Online leave application system for academic and non-academic staff	10%	20%	40%	60%	80%
2.3 To automate 100% of the examination management system for all faculties of the university by the year 2028.					
Calling for applications and Issuing of Admissions	80%	100%	100%	100%	100%
Issuing of certificates	80%	100%	100%	100%	100%
2.4 To complete the integration of the Library Management Information System (LMIS) among all the faculties by the year 2028.					
Level of integration of library to the MIS	20%	40%	60%	80%	100%
Number of Branch Libraries with RFID	02	03	04	05	06
Number of Branch Libraries with EM Security system	02	03	04	05	06
Number of Items included RFID Tags and Tattle Taps Tags	120000	140000	160000	180000	200000
2.5 To increase 100% utilization of existing infrastructure facilities and increase purchasing new equipment for automation.					
Audit for the current infrastructure resources survey	20%	40%	60%	80%	100%
Increase the Purchase of new equipment by 20% per year	20%	20%	20%	20%	20%
2.6 To increase online teaching/learning opportunities up to 30% by the year 2028.					
Wi-Fi facilities to all the students at faculties	10%	15%	20%	25%	30%

KPIs	Year				
	2024	2025	2026	2027	2028
Percentage of Areas Covered by Wi-Fi within the Library Premises	75%	100%	100%	100%	100%
Number of E-books in the Library	150	175	200	225	250
Number of Digital items in the Library	15000	18000	21000	24000	27000
Number of e-learning centers at Libraries	01	01	02	02	03
Number of Laptops are in laptop Lending service at Libraries	20	25	25	30	30
2.7 To provide 100% access to ICT facilities to all staff members and students by expanding Wi-Fi facilities by the year 2028.					
Percentage of areas covered by Wi-Fi within the University premises	60%	70%	80%	90%	100%
Percentage of hostels covered by Wi-Fi	20%	40%	60%	80%	100%
Percentage of Wi-Fi facilities to all the staff quarters	05%	10%	15%	20%	25%
Percentage of academic staff who were provided with personal computers	85%	90%	95%	100%	100%
2.8 Increasing International Recognition and Ranking by the year 2028.					
MoUs/Collaborations with foreign Universities	10	10	10	10	10
2.9 To obtain national and international accreditations for the degree programs by the year 2028.					
Number of Local or international accreditations	02	02	02	02	02
2.10 Submit all curricula to internal and external reviewers using set of criteria by 2028.					
Percentage of modified degree programmes	20%	40%	60%	80%	100%
2.11 To centralize common sharing laboratory facilities by the year 2028.					
Number of "Instrumentation Labs" established	02	02	02	02	02
2.12 To establish 25 collaborations with foreign universities and professional bodies by the year 2028.					
Number of Foreign collaborations	05	05	05	05	05
2.13 To ensure 100% synchronization/coordination of academic programmes with facilities of sports and other social/cultural activities of student life by the year 2027.					
Link with National Association of Sports	20%	40%	80%	100%	100%
Link with all faculties for social and cultural activities	20%	40%	80%	100%	100%
2.14 Synchronization of the academic programs social cultural programs of all the faculties by the year 2027.					
Introduce common academic year/academic calendar for all faculties	20%	40%	80%	100%	100%

Goal 03: Enhancing Relevance of Education and Research

KPIs	Year				
	2024	2025	2026	2027	2028
3.1 To revise curricula of all undergraduate degree programs to increase the overall employability to be above 95% within the one year after graduation by the year 2028.					
Percentage of the employability of graduates of Faculty of Agriculture (2022=61%)	75%	80%	85%	90%	95%
Percentage of the employability of graduates of Faculty of Allied Health Sciences (2022=78%)	90%	95%	100%	100%	100%
Percentage of the employability of graduates of Faculty of Fisheries and Marine Sciences & Technology (2022=52%)	65%	70%	75%	80%	85%
Percentage of the employability of graduates of Faculty of Humanities and Social Sciences (2022=14%)	30%	35%	40%	45%	50%
Percentage of the employability of graduates of Faculty of Management and Finance (2022=60%)	70%	75%	80%	85%	90%
Percentage of the employability of graduates of Faculty of Science (2022=69%)	75%	80%	85%	90%	95%
Percentage of the employability of graduates of Faculty of Technology (2022=70%)	75%	80%	85%	90%	95%
Establishing and monitoring of stakeholder Feedback system for under graduate and post graduates degree programmes	-	-	-	01	-
Introducing new course units relevant to Soft skills and communications skills into the curriculum with consultation of Career Guidance Unit	-	01	-	-	-
Number of Information Literacy course/modules among faculties	02	03	03	03	03
3.2 To revise curricula of all distance and continuing education degree programs to increase employability above 95% by the year 2028.					
Percentage of the employability of graduates of all Distance and Continuing degree programs (2022 = 41%)	50%	50%	50%	-	-
3.3 To revise curricula of all postgraduate degree programs to align with SLQF framework by the year 2026.					
Percentage of the employability of postgraduates degree programmes (2022=96%)	100%	100%	100%	100%	100%
3.4 To convert all BSc and BCS degree programs to a four-year honors degree program by the year 2026.					
Number of programs converted	02	02	02	02	02
Curriculum revisions according to the SLQF/ international requirements	80%	100%	100%	100%	100%

KPIs	Year				
	2024	2025	2026	2027	2028
3.5 To increase the provision of industrial training/implant training/internships for the undergraduates for all degree programs up to 100% by the year 2028.					
Percentage of provisions of Industrial training/ internships to the graduates of Faculty of Science	50%	60%	70%	80%	100%
Percentage of provisions of Industrial training/ internships to the graduates of Faculty of Humanities and Social Sciences	10%	20%	30%	60%	80%
3.6 To ensure at least 50% of research studies undertaken by the university to address the regional needs by the year 2028.					
Percentage of the research studies undertaken to address national/regional needs of the country	10%	20%	30%	40%	50%
3.7. To convert all the degree programs into Outcome Based Education (OBE) methods by the year 2026.					
Number of degree curricula OBE methods introduced					
3.8 To commercialize 25 new products/services by the year 2028.					
Number of commercialization of products	60%	80%	100%	100%	100%
Number of awareness programs of TTO activities to staff and students	02	02	02	02	02
Incorporate TTO related units into the degree curriculum	02	02	02	02	02

Goal 04: Ensuring Good Governance through promoting Justice and Equity

KPIs	Year				
	2024	2025	2026	2027	2028
4.1 To ensure a 100% career progression path for all categories of employees by the year 2028.					
Development of comprehensive HR policy for university career development path	20%	40%	60%	80%	100%
4.2 To legalize the minimum requirement of 40%-60% participation of female students in all student unions and study circles by the year 2028.					
Number of female representation among office bearers of all student unions and study circles	04	04	04	04	04
4.3 To introduce unbiased/transparent recruitment procedure to practice in all levels of recruitment and selection of employees by the year 2028.					
Feedback mechanism for candidates	60%	70%	80%	90%	100%
4.4 To introduce 1 or 2 course units relevant to social harmony for all undergraduate degree programmes by the year 2028.					
Number of social harmony oriented courses/units	02	02	02	02	02
4.5 To improve the most relevant language skills and proficiency among all the students by the year 2025.					
Number of Tamil language courses to Sinhala students	01	01	01	01	01
Number of Sinhala language courses to Tamil students	01	01	01	01	01
4.6 To ensure 100% provision of basic infrastructure facilities to cater to differently abled persons in all buildings by the year 2028.					
Percentage of provision of the existing buildings with the basic facilities for differently abled people	50%	55%	60%	65%	70%
Number of learning materials for differently-abled students	05	05	10	10	10
4.7 To provide financial and social support for all the students who have dire economic/ social needs by the year 2028.					
Percentage of students receiving financial support out of bursary/mahapola scholarships	65%	70%	75%	80%	85%
Percentage of other scholarships introduced	01%	01%	02%	02%	02%
4.8 To maintain a 100% conducive environment for all ethno-religious communities to study and live in harmony by the year 2027.					
Percentage of multi-cultural events/programs implemented	85%	90%	90%	95%	100%
Percentage of students from different ethno-religious communities	08%	10%	15%	20%	25%

KPIs	Year				
	2024	2025	2026	2027	2028
Number of Leisure Reading Materials in Tamil Medium	100	150	200	250	300
4.9 To ensure 100% equal opportunities in all activities irrespective of gender, ethnicity and religion by the year 2028.					
Number of incidents reported relevant to this concern	00	00	00	00	00
Number of events/programs implemented in this concern	03	04	05	06	08
4.10 To ensure 100% implementation of Sexual Harassment prevention mechanism by the year 2028.					
Number of cases regarding Sex and Gender-based violence	00	00	00	00	00
Development of sexual harassment policy	√	-	-	-	-
Review and Display the policy for information of all categories of students and staff	-	√	-	-	-
4.11 To ensure 100% adherence to the existing governing rules and regulations.					
Centralized automated complain mechanism for all the processes	80%	90%	100%	100%	100%
Monitoring mechanism for financial administrative to see adhering to the rules and regulations	100%	100%	100%	100%	100%
Number of programmes for dissemination of rules and regulations to relevant stake holders	04	04	04	04	04
4.12 To ensure 100% accountability and transparency in all academic and administrative functions.					
Regular progress review/monitoring system for all the activities	80%	85%	90%	95%	100%
Establishing procedures to be accountable in all the processes	80%	85%	90%	95%	100%
4.13 To ensure 100% quality/effective communication with all the stakeholders.					
100% of documentation processes	90%	100%	100%	100%	100%
Mechanism for maximum utilization of shared resources	60%	65%	70%	75%	80%
Document delivery tracking system	60%	70%	80%	90%	100%
4.14 To promote 100% open and comprehensive stakeholders' engagement in university functions.					
Effective communication pathways for academic, administrative and students	80%	85%	90%	95%	100%

KPIs	Year				
	2024	2025	2026	2027	2028
Effective feedback system on communication process	80%	85%	90%	95%	100%
Student representation in committees	20%	20%	20%	20%	20%
Monitoring the participation in the committee	80%	85%	90%	95%	100%
Appraisals for active engagement University functions	80%	85%	90%	95%	100%
4.15 To ensure 100% social harmony.					
Participation of relevant stakeholders in respective committees	80%	85%	90%	95%	100%
Include student representation in committees	80%	85%	90%	95%	100%
Funding for social harmony activities of the academic, non-academic staff and students	20%	20%	20%	20%	20%
4.16 To adhere to the RTI requests with quicker responses.					
To reduce for responding time for RTI requests by 50% of present time duration	√	-	-	-	-

Goal 05: Endowing Invention, Innovation & Building Up Strategic Partnership

KPIs	Year				
	2024	2025	2026	2027	2028
5.1 To link 50% of the degree programs with industry by the year 2028.					
Percentage of Links/Collaborations with industries	10%	20%	30%	40%	50%
Percentage of Internship programs for all degree programs	10%	20%	30%	40%	50%
Percentage of Industrial field visits relevant to the course modules	10%	20%	30%	40%	50%
Percentage of collaborative research with industries	10%	20%	30%	40%	50%
5.2 To develop & maintain a database of inventions and patents of the university by the year 2028.					
Centralization of Databases under the TTO for inventions	-	-	√	-	-
Establishing database for patents	-	√	-	-	-
5.3 To obtain 10 national and 5 international patents by the year 2028.					
Competition/ award for patents	02	02	02	02	02
Patents through the TTO office	01	01	01	01	01
5.4 To participate in 10 national & International exhibitions by the year 2028.					
Number of participation in national exhibitions	01	01	01	01	01
Number of participation in international exhibitions	01	01	01	01	01
5.5 To introduce 10 course units on IP Policy & Patenting Processes to the degree programs by the year 2028.					
Number of courses modified	02	02	02	02	02

Goal 06: Epitomizing the Uniqueness to Promote Sustainable Development

KPIs	Year				
	2024	2025	2026	2027	2028
6.1 To establish a policy on sustainable development & climate changes by the year 2026.					
Number of programs for protected maritime environment in the southern coast of Sri Lanka	02	02	02	02	02
6.2 To promote the 'Green/Sustainable University' concept in all the faculties and administration by the year 2028.					
Utilization Sustainable energy	5%	10%	15%	20%	30%
To establish Landscape project	-	-	01	-	-
Reduce stationary usage	40%	50%	60%	80%	100%
6.3 To establish a research Centre for Cultural Anthropology by the year 2027.					
Research Centre for Cultural Anthropology Established	-	-	-	01	-
6.4 To establish a Centre for Regional Craft Entrepreneurs by the year 2026.					
Centre for Regional Craft Entrepreneurs established	-	-	01	-	-
6.5 To establish Rain Water Harvesting system					
Rain water harvesting system established	-	-	-	01	-
6.6 Ensure health and safety system for students and staff					
Health and Safety Unit established	-	-	01	-	-