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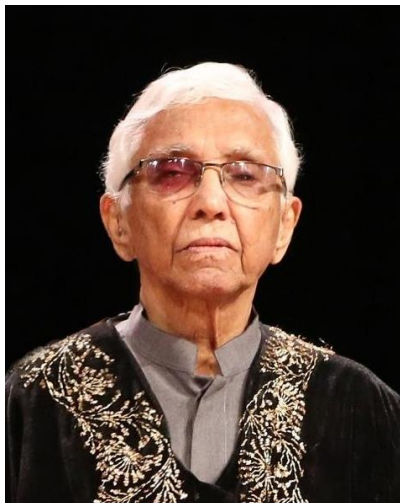
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Centenary Development Plan of University of Peradeniya

Introduction to the CDP

- The Centenary Development Plan (CDP) of the University of Peradeniya (UOP) is presented herewith as a blend of “Concept Projects” designed to achieve the overall vision of the University in 2042 and is an outcome of extensive consultation with members of the University community.
- The CDP is presented in a coffee table-type book format inviting national and international development partners, through partnerships, to support, financially and otherwise for the implementation of the projects while addressing the challenges related to limited state funding.
- The CDP has been mentioned in the 2024 budget speech of the HE the President in his capacity as the finance minister, and an initial allocation of Sri Lanka Rupees 500 million has been made to ensure detailed planning and to commence implementation of activities identified in the plan during the year.
- UOP, by pursuing the five thematic goals highlighted in the CDP, strives to contribute to the sustainable development of Sri Lanka and address the challenges faced by the higher education sector and the nation.
- The University of Peradeniya, with the implementation of the CDP, is committed to achieving the objectives of the 2030 Agenda for Sustainable Development by fostering a sustainable, inclusive, and resilient higher education system.
- After acceptance of the Concept Project/s highlighted in the CDP by the development partners for funding, UOP will develop detailed project plans, itemized budgets, commercial feasibility, and implementation plans in consultation with the donor to ensure effective and efficient realization of the project components.
- UOP, also seeks the assistance of its distinguished Alumni to solicit support from the development partners through networking and relationship-building.

Message from the Chancellor



This booklet encapsulates the initiatives which those in charge of the affairs of our university wish to share with the public a set of vitally significant information pertaining to their perception of the needs and possibilities of accelerating a processes iof harnessing the unique resources with which the university is endowed. I also see it as the product of a confluence of multidisciplinary expertise and of intense commitment to elevate the status of our university in the world of higher learning, and thus make it a major hub of its kind in the region in which Sri Lanka is centrally located. Accordingly, my utmost gratitude is offered to Professor Buddhi Marambe, the author of the booklet, and to Professor M. D. Lamawansa, the Vice-Chancellor, for the focus of his efforts towards changing the direction and momentum of progress of the University of Peradeniya in its 80th anniversary, within the framework of related State policy, and the essential support of the government.

The booklet begins with a bold declaration that what Peradeniya already has is the “University Par Excellence” (presumably in Sri Lanka). Thereafter, almost the entire segment of the booklet, titled as the ‘CENTINAR Y DEVELOPMENT PLAN’, specifies a series of “resolute efforts” which the university must pursue in order to achieve five essential objectives (referred to as ‘Goals’) with the specific modalities needed to achieve each objective presented in the form of itemised lists. What could be considered the overarching imperative for, and the desired outcome of implementing such modalities is a grant of autonomy to the university for fund-raising, and for accountable use of its resources, including the government financial allocations.

Evaluated as an exercise of elaborating the essential courses of action which the university must pursue by way of implementing the ‘Centenary Development Plan’, I have no hesitation whatever in endorsing the aforesaid ‘Goals’ and most of the related implementational details.

The most commendable feature of this document is its persuasive advocacy of providing the University of Peradeniya a milieu comparable in quality to that of the world’s most prestigious universities in terms of curriculum, facilities for learning, and residential comforts, thus restoring the conditions that prevailed in the University of Ceylon campus in its early existence. In that respect, the proposals in this booklet resemble the Plan that was formulated about 80 years ago for the establishment of the University of Ceylon campus at a large, salubrious, and tranquil mid-Mahaveli setting along the western flanks of the historic city of Kandy. Those old planners, led by Ivor Jennings, the Vice-Chancellor, also pursued the principle of ‘nothing but the best’ for the University of Ceylon.

The “Jennings Plan”, I recall, was formulated at a time when ‘Colonial Ceylon’ was struggling to emerge from a series of hardships that began with

the 'Great Depression' of the early 1930s, followed by a drought that paved the way for a deadly malarial epidemic in the mid '30s, the acute scarcity of food during the World War, the aggravating ethnic rivalry, and disruptive trade union unrest blended with an ominous advocacy of extra-parliamentary strategies of capturing state power. There is no need here to reminder the similarities of these background circumstances between 'then' and 'now'.

There is yet a lesson that could be drawn from the experiences of the university at Peradeniya during the past 80 years. The inaugural plan of the University of Ceylon fell short of achieving its main objectives. Nevertheless the fact that the University of Peradeniya has retained its place as the most prestigious institution of higher learning in Sri Lanka, encountering formidable trials and tribulations, must surely be attributed to the Jennings' vision.

I am aware that our alumnae, wherever they are, and whatever status they have reached, would not have lost the memories of the time they were here in their golden youth, the camaraderie delights, the rewards they received for success in meeting rigorous academic demands, while living in the verdant campus splendour embellished with enchanting efflorescence, will come back – emotionally, if not physically – and find grateful acceptance of whatever they could afford to give in gratitude for what they have received, and the welcome they will always receive if they come.

G. H. Peiris

Message from the Vice-Chancellor



Approximately 80 years ago, at the commencement of the University of Ceylon/Peradeniya, the visionary founders of our esteemed university laid a strong foundation for its future success. Over the years, subsequent administrations, faced with various challenges, have done commendable work within the constraints of their respective tenures. In light of recent global events such as the COVID-19 pandemic, economic downturn, and political instability, the need to think strategically beyond immediate concerns has become increasingly apparent.

Recognizing the university's resilience in the face of these challenges, the university community has undertaken the monumental task of crafting a comprehensive plan for the centenary year in 2042. The Strategic Planning and Management Committee (SPMC), a dedicated Council subcommittee, oversaw the lengthy process for this ambitious endeavor. The SPMC engaged in meaningful discussions with faculties and other divisions about implementing and monitoring action plans spanning from 2022 to 2026.

The Governing Council, recognizing the significance of strategic planning, devoted considerable time at its monthly meetings to deliberate on strategies and actions aimed at enhancing and expanding the university's functions. Deans of faculties and Directors of the Postgraduate Institutes presented to the Governing Council comprehensive analyses of their entities' progress, contributing to the formulation of a comprehensive centenary development plan (CDP).

The Chancellor, drawing upon his longstanding association with the university since the 1950s, provided a historical perspective for future planning. Teams comprising senior academics and the Senior Assistant Registrar of the Corporate Management Division of the University were established to focus on five thematic areas. More than a hundred academic staff members collaborated to develop the conceptual plans, culminating in the creation of a coffee-table book outlining the University's visionary path forward.

While challenges lie ahead, the university community is now equipped with a self-sustaining and comprehensive plan and a group of stakeholders committed to its realization. Encouragingly, efforts are already underway to attract alumni to actively participate in university functions, with notable alumni in key positions within the country's state sector and abroad collaborating closely with the university administration.

The commendable efforts of the university community garnered recognition when His Excellency the President of Sri Lanka, in his budget speech in November 2023, expressed the government's commitment to support the realization of the CDP. An initial seed funding of Rs 500 million was allocated for 2024.

To realize our visionary plans, we need continued interest and commitment from all of us. I am confident that the university community will persevere in achieving the outlined goals, fostering continued confidence and support from stakeholders, both national and international. In particular, the commitment of alumni and the broader public, combined with strategic partnerships, investments, and internal enhancements, will undoubtedly contribute to the success of our vision.

I extend my appreciation to all my colleagues for their dedication and hard work.

Prof. M.D. Lamawansa
Vice-Chancellor
15.01.2024

The University par Excellence

Legacy of the University of Peradeniya: Embracing a Brighter Future

The University of Peradeniya, located in a salubrious and picturesque environment in the central highlands of Sri Lanka is fondly known as the "Garden University." Spanning over 700 ha, it is the successor to the "University of Ceylon" established in 1942 and is currently ranked No. 1 in Sri Lanka and among the top 1200 in the World University Rankings for 2024.



The world-class reputation of this 'most comprehensive University' in Sri Lanka is matched by its rich tradition and customs. Its excellence is attributed to the outstanding performance of nine faculties, four postgraduate institutes, and numerous research and outreach centers.

The multicultural and pluralistic composition of the University of Peradeniya attests to the boundless possibilities of working in harmony for common goals and shared responsibilities.

Its scenic beauty has not distracted the University from its mission to contribute nationally, regionally, and globally, at all possible levels. Through the pursuit of education, learning, and research, and the dissemination of knowledge at the highest international levels of excellence, the University provides a uniquely transformative experience for its students, staff, and partners. Still anchored in its founding values, the university serves the public through innovative programs, shaping a future defined by excellence.



Pioneering Higher Education in Sri Lanka: Our Unwavering Commitment to Excellence

The University of Peradeniya stands as an outstanding higher education institution offering its services to the general public, the nation, region, and the wider global community.

We strive to provide a range of innovative and appropriate learning and teaching programs, including professional certification and outreach initiatives. Our aim is to nurture talented individuals into thoughtful and competent graduates who are not only well-versed in their fields but also conscientious in the discharge of their responsibilities and are sensitive to matters of social discrimination and the environment.

Our graduates participate actively in the international research culture but draw inspiration from indigenous and local communities. Our dedicated staff and promising alumni have earned international recognition. Apart from academia, they actively participate in nurturing societal aspirations, preserving diverse cultures, and adhering to core values.

We take pride in consistently strengthening community members and students via qualitative innovation. By ensuring that the students participate and enjoy the life of a university student beyond the classroom we plan to create physically active and mentally agile students. They are trained to play a role in the university community without overlooking their role in sustainable global development.

Our cooperative connections with stakeholders are essential to increasing the impact and importance of our scholarship, research, teaching, training, certification, and dissemination of knowledge. This coordinated effort is consistent with our vision to achieve national objectives while respecting fundamental beliefs and ideals.



2042 Thematic Goal 1: Empowering an Autonomous University: Unlocking Boundless Potential



Paving the Way for Financial Resilience, Sustainable Growth, and Global Impact

- For more than eight decades, the University of Peradeniya has been confined within the state-funded educational landscape, struggling to unlock its boundless higher educational potential.
- Unlocking the higher education potential of the university is strategically vital for creating financial autonomy and sustainability. This, in turn, allows the university to generate much-needed investment funds to foster future growth and diversification. The University aims to achieve financial autonomy through increased non-treasury funding mechanisms, including:
 - Expanding fee-levying higher education opportunities using external modes
 - Soliciting research grants
 - Engaging in industry partnerships
 - Utilizing University physical resources for fund-generating purposes
 - Seeking philanthropic donations
- All these efforts are aimed at reducing reliance on state funds for operations, expansion, and growth. However, the existing legal and regulatory framework governing state universities poses constraints on achieving financial autonomy, necessitating significant regulatory and legal reforms.
- The diversification, expansion, and growth of higher education provision and research must be implemented through innovative methods, without compromising the allocation of state funds to serve students following non-fee-levying study programs.
- In the long run, the facilities and higher educational opportunities developed will be crucial for the university to generate income, covering a significant share of its operating costs and investment funds. This will alleviate the burden on state funds to a great extent.
- In pursuit of these goals, the University is committed to a transformative journey, adapting to meet the evolving needs of the 21st century for the betterment of the nation and the world.

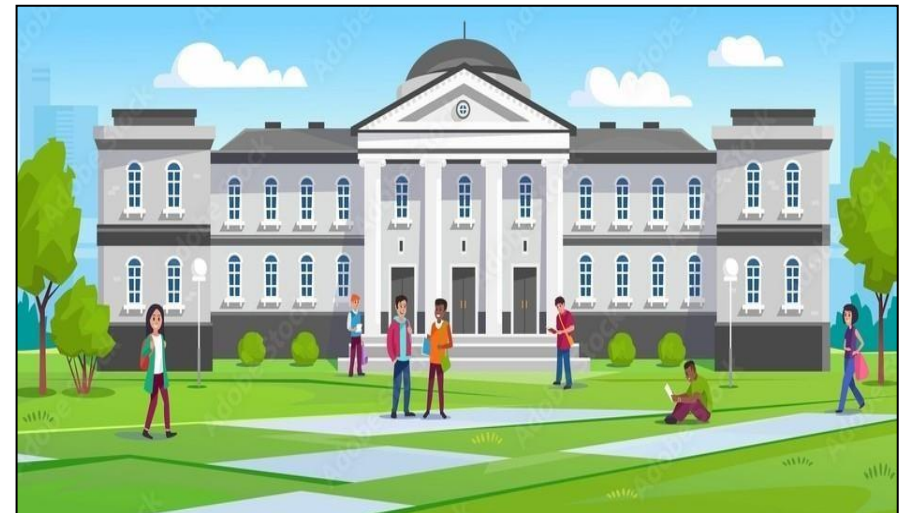


Thematic Area 1.1: Educational Expansion and Diversification for Creating Additional Revenue Streams

- Being a state-owned higher educational institute, to realize its full potential, the University of Peradeniya is embarking on innovative actions to create higher educational opportunities for local and foreign students.
- A significant number of fee-levying students will be enrolled in diverse fully-fledged external mode study programs by expanding external mode registration for internal equivalent study programs, distance and continuing education programs, online courses, and professional development programs.
- The University will also expand its mission by establishing an international branch campus of a leading foreign university through affiliation and partnership.

Activity 1.1.1: Broaden the Higher Educational Horizons by Establishing a Fully-Fledged School of Open and Virtual Education (Total Estimated Investment: US\$ 0.5 million from 2025-2027)

- Capitalizing on the huge potential for diversification of higher education and to ensure equity in access to higher education, the University of Peradeniya will expand enrollment opportunities for eligible Sri Lankan students, excluding those who enter the University system through the admission criteria adopted by the University Grants Commission (UGC), as well as prospective foreign students.
- Hence, the existing Center for Distance Education (CDCE) of the University of Peradeniya will be reformed into a fully-fledged City Campus that will serve as a School of Open and Virtual Education.
- As per provisions granted by the Universities Act No. 16 of 1978 (as amended), this City Campus of the University of Peradeniya will offer fully-fledged diplomas and degrees through distance mode to local and foreign students, focusing on the employment and skills needs of the economy.



Activity 1.1.2: Internationalize through an International Branch Campus (IBC) Affiliated with the University of Peradeniya (Total estimated investment: US\$ 1 million from 2025 to 2027)



- The University of Peradeniya is well-positioned to partner with foreign universities to establish an International Branch Campus (IBC) in Kandy or Colombo, enhancing skills advancement, and knowledge generation and dissemination in specific advanced fields of study.
- An international branch campus affiliated with the university shall provide higher educational opportunities for local and foreign students. These efforts will establish the University of Peradeniya as a regional education hub, offering cost-competitive study programs to higher education seekers.

Thematic Area 1.2: Optimizing the Utilization of University Resources

- The University of Peradeniya is blessed with highly qualified academics having international credentials in diverse disciplines, a vast array of research facilities, and a massive untouched landmass.
- The development of facilities within the University will focus on the sustainable management of natural and built resources while prioritizing conservation areas to obtain ecosystem services.
- The CDP will help the university effectively utilize physical and human resources to serve the nation while generating significant revenue, part-time employment opportunities, and internship opportunities for its students.



Activity 1.2.1: Develop a Multipurpose Service Facility, including a Multi-residential and Commercial Complex (Total Estimated Investment: US\$ 1.5 million from 2026 to 2029)

- The University will develop the underutilized land in the residential area along the Peradeniya-Kandy main road utilizing the existing building infrastructure to establish a Multipurpose Facility including a residential complex, which also provides services to retired University staff.
- The proposed multipurpose facility will be a logistics hub including a theatre, a museum, an art gallery, a cultural center, banking facilities, a Medical Channeling Center, Apartment Facilities for executive level staff, rooms for visitors to the Hospitals, an indoor parking facility, indoor sports facility, fitness facility, and office workspace facilities for businesses.
- The multipurpose facility should be built in such a way that it can be rented out to external institutions and individuals to generate a significant annual income for the University.



Activity 1.2.2: Establish a World-Class Ecotourism Facility in the Hanthana Terrain (Total Estimated Investment: US\$ 1 million from 2025 to 2030)

- A vast swathe of land owned by the University in the Upper Hanthana Mountain Terrain comprises natural and man-made ecosystems harboring high biodiversity and multicultural local communities living in adjacent lands.
- The Upper Hanthana Guest House will be reconstructed to set up a fully-fledged resort along with eco-tourism, medical tourism, and spiritual tourism facilities. In addition, the other facilities include camping, trailing, forest bathing, sit-outs, essential public amenities, etc.
- The facility will be operated as an “Eco-Medical-Spiritual Tourism Facility” with the help of the community and linked to the hotels, hospitality and tourism-related study programs, medical sciences faculties, and spiritual and wellness-related disciplines.



Activity 1.2.3: Build a Science Park to Support Innovation-Driven National Development (Total Estimated Investment: US\$ 2 million from 2026 to 2030)



- A Science Park will be established with research, incubation, and commercialization facilities along with an “Exhibition and Convention Center” to generate and share knowledge, promote innovations on a commercial level, and launch formal communication and collaboration among government institutes, universities, and private corporations.
- The Science Park shall comprise a central laboratory facility, incubation and commercialization facilities, branches of R&D units of leading business corporates, and branches of R&D units of government institutes of Sri Lanka.
- The facility will help the university to contribute to innovation-driven economic development in a knowledge-based economy.

Activity 1.2.4: Modernize the Physical Education Division and Sport Facilities (Total Estimated Investment: US\$ 0.25 million for 2024 to 2026)

- Physical education serves as the foundation for a comprehensive physical activity program for both staff and students at the University. It offers cognitive content and instruction designed to develop motor skills, knowledge, and behaviors related to physical activity and fitness.
- The University plans to strengthen its physical education and sports facilities, providing staff and students with the confidence to engage in physical activity to stay fit and healthy. Modernizing the Physical Education Division and sports facilities is essential to improving the spiritual and physical well-being and comfortable living conditions of the students.
- The University currently houses a Gymnasium for indoor sports, a swimming pool, and grounds for cricket, rugby, football, athletics, and other sports facilities, and has initiated a program to further strengthen and introduce state-of-the-art equipment, to promote the engagement of students and staff in physical education and sports activities.



Activity 1.2.5: Upgrade the Health Center (Total Estimated Investment: US\$ 0.5 million for 2024 to 2026)

- The services provided by a University Health Center are crucial in maintaining a healthy and active life for university students and staff free from any psychological and physical ailments.
- The Health Center of the University requires continuous upgrading to provide effective services to the student community (approximately 12,500 per year), academic staff (900+), and non-academic and administrative staff (2250+).
- The University has developed plans to modernize the existing Health Center with modern equipment and facilities to address issues related to the mental and physical well-being of its community.



Activity 1.2.6. Modernize Student Cafeterias (Total Estimated Investment: US\$ 0.25 million from 2024 to 2025)

- Nutrition programs for university students must ensure that cafeterias are not only aesthetically appealing but also fully equipped to engage the student customer.
- An inviting, spacious, and well-lit environment in a student cafeteria builds trust and inspires customers.
- Thus, a conscious effort should be made to aesthetically enhance student cafeterias to improve recognition among the community and support marketing activities.
- Modern contemporary designs are not only pleasing to the eye but also embody the passion to serve the best to customers and indicate a commitment to excellence.
- Therefore, the University of Peradeniya has planned to modernize nine (9) out of 32 cafeterias belonging to the faculties, and the World University Service (WUS) Canteen.



Activity 1.2.7. Establish a University Center to Cater to the needs of Staff and Students (Total Estimated Investment: US\$ 3 million from 2024 to 2025)



- The University of Peradeniya envisages establishing a Modern University Center at a Central Location (e.g. premises of the World University Service - WUS)
- The University Center will provide services and conveniences that students, staff, alumni and visitors need in their daily lives.
- The Center will also create a conducive environment for formal and informal interactions for members of the university community. It will also provide a vital platform for socio-cultural activities and recreation.

2042 Thematic Goal 2 - Transforming the University into a Postgraduate Research University with Increased Opportunities for Diverse and Emerging Study Areas, alongside Expanded Opportunities for Undergraduate Education



Educational Transformation: Postgraduate Research Hub with Enhanced Pathways for Undergraduates

- The University of Peradeniya is determined to thrive continually as a leading global center of excellence in education, training, research, and outreach.
- The strategic transformation of the University into a Postgraduate Research University, with increased opportunities for diverse and emerging study areas, alongside the strengthening of undergraduate education, aims at achieving this status.
- This move will enable the University to expand research and training facilities to serve the nation and the global community as a whole.

Thematic Area 2.1. Expand Diverse Undergraduate Learning Opportunities to Cater to a Community of 30,000 Students

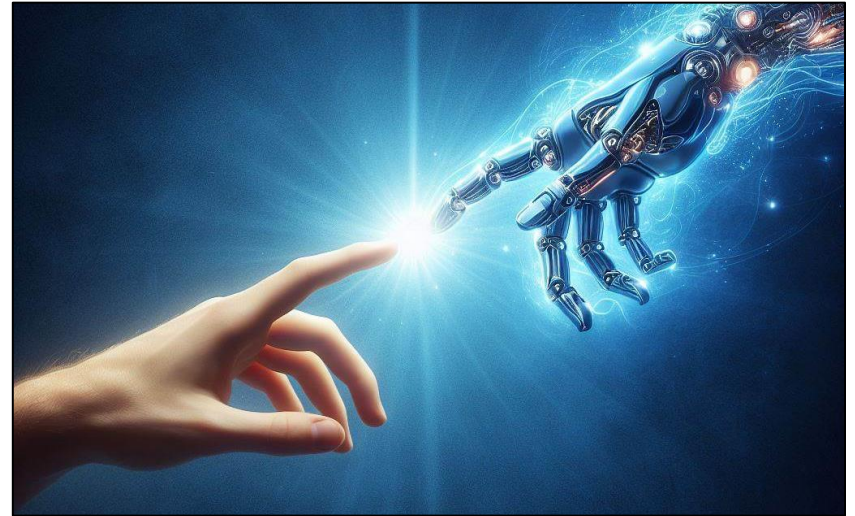
- As the premier state-owned institution in the country, undergraduates are the prime stakeholder of the University, and thus, providing high-quality education to them is the best way to show our accountability towards the taxpayers.
- Currently, the University of Peradeniya offers broad-based undergraduate curricula to its students in diverse fields via nine faculties from the natural sciences to the social sciences and humanities.
- Further, the University of Peradeniya is a pioneering institution that has offered external degrees in the country since 1964.

- In all undergraduate study programs, the University is re-visiting the curricula to incorporate new trends, technology, and facilities enabling (a) attraction of students from Sri Lanka and overseas to

the University and (b) producing skilled and dynamic graduates who are best suited for the current and future working environments.

Activity 2.1.1: Establish new educational entities to meet the nation's needs in relation to law, economics, languages, heritage studies, sports, environment, energy, and earth sciences (Total Estimated Investment: US\$ 75,000 from 2024 to 2025)

- The rapid pace of technological advancement requires that new educational entities are created to meet the nation's needs and global demands for law, economics, languages, heritage studies, sports, environment, energy, and earth sciences to propel our university into the future while meeting the requirements of the fourth industrial revolution.
- By expanding opportunities in a variety of fields and preparing our graduates for a rapidly changing future, we show our commitment to add value to the degree by bridging the gap between education and career in the aforementioned fields.
- This is poised to become a core institutional strength that will distinguish us from our peers while generating socially engaged undergraduate and postgraduate thinkers and innovators capable of using knowledge to effect changes in the country and around the world.



Activity 2.1.2: Continuously introduce new skill requirements, such as entrepreneurial skills and artificial intelligence (Total Estimated Investment: US\$ 50,000 from 2024 to 2025)

- In line with our commitment to fostering innovation and preparing our graduates for a rapidly evolving future, the university will commit itself to introducing an ongoing expansion in skill requirements for sustainable economic growth, resilience, and job creation.
- This includes a strategic emphasis on entrepreneurial acumen and artificial intelligence proficiency.
- Entrepreneurial competency empowers students with the ability to identify opportunities, take initiatives, and drive innovation.
- These skills are crucial in an era where startups and innovation-driven ventures play a pivotal role in economic growth.

- This knowledge will prepare them to harness AI's potential or adapt to its increasing presence in their chosen fields.
- By continually integrating these ever-essential skills into our curriculum, we will shape graduates who are not only academically proficient but also poised to thrive in the dynamic and competitive landscape of the future.

Activity 2.1.3 Establish an International Hostel and Other Facilities for International Students and Staff (Total Estimated Investment: US\$ 0.75 million from 2025 to 2027)

- The University of Peradeniya stands as a renowned institution of tertiary education in Sri Lanka with an annual student intake of approximately 3000.
- The university primarily consists of domestic students, while international enrollment remains relatively modest.
- Over the years, the university has continuously expanded its academic capabilities, resulting in a consistent rise in its international rankings.
- Consequently, as a growing demand in admissions from international students is envisaged in the near future, it is imperative to make adequate preparations.



- One crucial step is to establish modern hostels and other facilities to meet the needs of such prospective international scholars.
- The University-owned “Lady Hill Hostel” has been earmarked to be renovated and refurbished as an apartment complex with 30 studio-type rooms.
- Further, a location within the University premises has been identified to establish spacious accommodation facilities, with approximately 90 rooms with modern facilities and a panoramic view, to accommodate international students in the near future.

Activity 2.1.5: Develop Full-Online Courses for National and International Audiences (Total Estimated Cost: US\$ 2.5 million from 2024 to 2028)

- In the age of digital transformation, the development of fully online courses for both national and international audiences has undergone a remarkable evolution.
- This journey will be guided by the IT Center at the University of Peradeniya, serving as the facilitator for global knowledge exchange.
- The AI technologies and intelligent software systems, alongside cutting-edge hardware, are catalysts for a worldwide education revolution.
- The AI-powered learning analytics optimize course personalization, while chatbots enhance student support.
- Sophisticated Learning Management Systems (LMS) offer seamless navigation and Virtual Reality (VR) hardware creates immersive learning experiences with video conferencing tools bringing instructors and learners together across continents.
- Furthermore, the CDCE (which will be transformed into a City Campus) is committed to support student ensuring a seamless online learning journey, emphasizing accessibility and engagement in an increasingly interconnected world, with virtual education shaping up the future of global learning.



Activity 2.1.6: Improve Facilities of the Training Units, such as Farms and Hospitals (Total Estimated Investment: US\$ 0.5 million from 2024-2026)

- The University, as a globally renowned institution with an enhanced reputation, aims to strengthen its contributions to both undergraduate and postgraduate studies.
- To prepare knowledge creators and innovators who will excel in the evolving demands of the digital age, the University is committed to fostering a learning environment that promotes the development of essential skills, innovative research, and scholarly excellence.
- In this endeavor, we focus on providing cutting-edge facilities to field stations (farms) and healthcare facilities using state-of-the-art, smart, and digital practices moving seamlessly with global educational trends, high-end outreach services addressing real-world challenges and making a meaningful impact on society, interdisciplinary and experiential learning on collaborative platforms such as high-precision testing and diagnostic facilities, and molding students to be receptive and responsive in meeting the stakeholder and environmental demands.

Activity 2.1.7: Transform the Status of the Department of Law into the School of Law

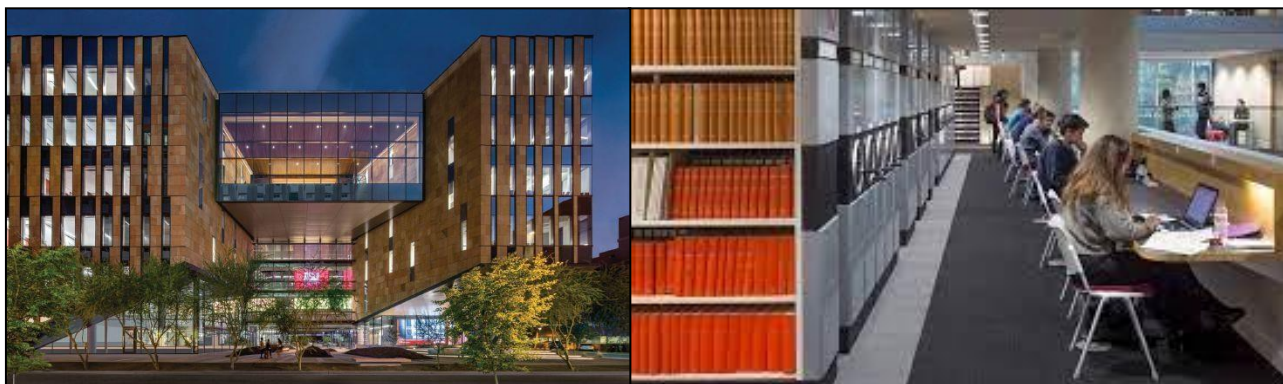
The University of Peradeniya aims to promote postgraduate & undergraduate education, short-term training programs, research degrees,

and external and online programs in the field of law as a key to advancing knowledge and research, and dissemination.

Activity 2.1.8: Establish a Comprehensive School of Education Capable of Serving all Educational Levels

The University of Peradeniya is committed to promoting effective plans incorporating all programs for delivering enhanced opportunities for higher

education at all levels through virtual and blended learning environments using advanced technology, thereby contributing to national development.



Thematic Area 2.2: Expand postgraduate opportunities for taught and research-based programs to increase PG enrollment from the current 8,000 to 15,000 with PhDs from 200 to 500

- The University of Peradeniya strongly believes that promoting postgraduate education is key to advancing knowledge and research.
- We intend to introduce many postgraduate programs in diverse disciplines to attract both local and foreign students and improve the facilities available at the university, particularly for research.
- Creating research groups to undertake multi-disciplinary research and establishing a research grants office at the university to attract funding will no doubt promote the research culture at the university.

Activity 2.2.1: Establish New Courses and Expand Existing Courses of National Relevance and International Demand (Total Estimated Investment: US\$ 30,000 from 2024 to 2030)

- The University of Peradeniya is committed to impactful education, focusing on key areas such as Net-zero Carbon initiatives, infectious disease management, mindfulness, and more aligned with the Sustainable Development Goals (SDGs).
- We strive to equip our students with the expertise required for sustainable development, offering courses in renewable energy, clean transportation, natural resource management, and climate change. Additionally, we prioritize training graduates in combating emerging infectious diseases and epidemiology, recognizing their historical impact. By understanding disease origins, developing diagnostics, and implementing surveillance, we aim to reduce their repercussions.
- Furthermore, as a hub for Theravada Buddhism, Sri Lanka attracts global scholars and practitioners interested in Buddhist teachings and meditation. Our postgraduate programs in this domain are continually enhanced to empower graduates. Simultaneously, our research-based programs expand to address complex issues in these critical areas.



Activity 2.2.2: Establish Multidisciplinary Research Groups and Centers with External Links

- The University of Peradeniya is moving towards the establishment of pioneering multidisciplinary research centers with external connections, aiming for postgraduate excellence by its century celebration.
- Our focus is to create cutting-edge research hubs dedicated to addressing global challenges in multidisciplinary research.
- To achieve this goal, we aim to establish interdisciplinary hubs to pioneer global solutions, while attracting investments and fostering collaborations.
- By cultivating industry alliances, we will position the university as an innovation hub, drawing postgraduate students, investors, and collaborators both nationally and internationally.
- Furthermore, we are committed to fortifying international connections and research collaborations with renowned universities and research institutions.
- Together, we will tackle future challenges, enhancing the university's global reputation. Prioritizing the adoption of emerging technologies such as artificial intelligence, as well as adopting big data analytics in multi- and trans-disciplinary research, we will proactively confront global issues, solidifying the university's position as a research leader.
- These strategies will undoubtedly drive the university's goal of expanding postgraduate options, potentially doubling enrollment and research output by 2042.



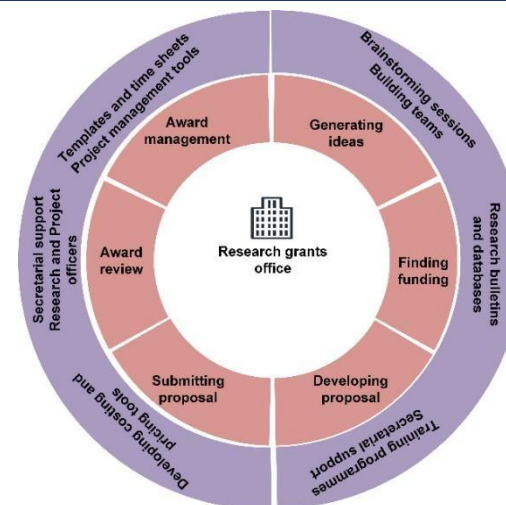
Activity 2.2.3: Establishing a Multidisciplinary Research Service Laboratory (Total Estimated Investment: US\$ 1 million from 2025 to 2027)

- University of Peradeniya, a pioneering Sri Lankan higher education institution, stands at the forefront of research excellence, fully aware of its pivotal role in promoting sustainable growth.
- The Central Laboratory Complex is an initiative which includes the establishment of satellite research centers such as the “Soya Bean Research Center” at Mahailuppallama, a Waste-Water Recycling Plant, a user-friendly database, an accessible online reservation system, and an integrated payment gateway to optimize the use of research facilities.
- Our multidisciplinary research laboratory initiative will be the keystone in our ambitious mission to transform the University of Peradeniya into a global leader in postgraduate research, by creating a conducive environment to nurture a culture of innovation and collaboration, thereby shaping the future of academia and contributing to our nation's growth.



Activity 2.2.4: Actively Pursue High-stakes Internal Research Grants (Total Estimated Investment: US\$ 30,000 from 2024 to 2026)

- Enhancing research activities is important for the recognition of the university and its staff.
- Equipping our young researchers to tap into internal research grants by identifying the right source, developing strong proposals, and enhancing the visibility of their research. This requires a central establishment to support young researchers, and to build up a stronger research culture with the advice and support from the more senior and more experienced academia.
- Establishing a research grants office to provide an operational mechanism to ensure timely matching of grants with researchers, provide advice on how to apply, help to initiate links with potential collaborators, and develop mechanisms to obtain feedback on grant applications.



2042 Thematic Goal 3: Creating a Conducive Work Environment to Attract Qualified Personnel to the Staff



Nurturing Talent and Inspiring Dedication: Crafting a Vibrant Workplace

- The current workforce of the University of Peradeniya includes approximately 900 academic staff, 58 academic support staff, 69 executive staff, and 2140 non-academic staff members.
- The devotion, motivation and commitment of the staff over the last 80 years was one of the major contributory factors that has made the University of Peradeniya the highest-ranked university in the country.
- With decreasing state support in an ailing economy, it is of utmost importance that the University of Peradeniya devise strategies to create a conducive environment that offers attractive opportunities and benefits to its current and future staff.
- The ideal environment thus created should be able to assist the staff members in finding solutions for both their professional and personal needs so that they can carry out their duties and responsibilities to the maximum possible extent without undue interruptions.

Thematic area 3.1: Enhancing opportunities by fostering external links

The rich resources of the University of Peradeniya need to be put to better and more effective use. In this regard, the support of our Alumni, one of the most valuable assets of the University, will be solicited fully to achieve the goals in this Centenary Development Plan.

Activity 3.1.1: Strengthen the Bond with the Alumni Association of the University of Peradeniya (AAUP)

The AAUP is the main organization recognized by the University Council to encourage, foster, and promote close relations between the University and its alumni. The coordination between the AAUP and the central administration of the University will be strengthened and younger graduates will be encouraged to obtain AAUP membership.

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Activity 3.1.2: Establish Links with Various Service Providers to Obtain Customized Services for University Employees

The University of Peradeniya will enter into agreements with stakeholders in banking services, administrative services, transport, travel and tourism, health care services, insurance, etc., to offer tailor-made hassle-free services at attractive rates for both staff and students.

Thematic area 3.2: Making the University of Peradeniya the most “Employee-friendly University”

The state universities in Sri Lanka attract high-performing graduates for academic positions. However, both short-term and long-term measures are needed to retain and build capacity further of newly recruited staff, especially through obtaining required postgraduate qualifications.

The University of Peradeniya has thus strategized actions to ensure attraction and retention of high-performing staff for the betterment of the overall programs offered by the University (Note: Many activities listed under different Strategic Goals are linked to this aspect. Hence, only those not highlighted under other goals but are linked to Goals 3 are highlighted in this segment).

Activity 3.2.1: Increase Access to Journals and Scientific/Academic Databases (Total Estimated Investment: US\$ 0.5 million from 2024 to 2030)

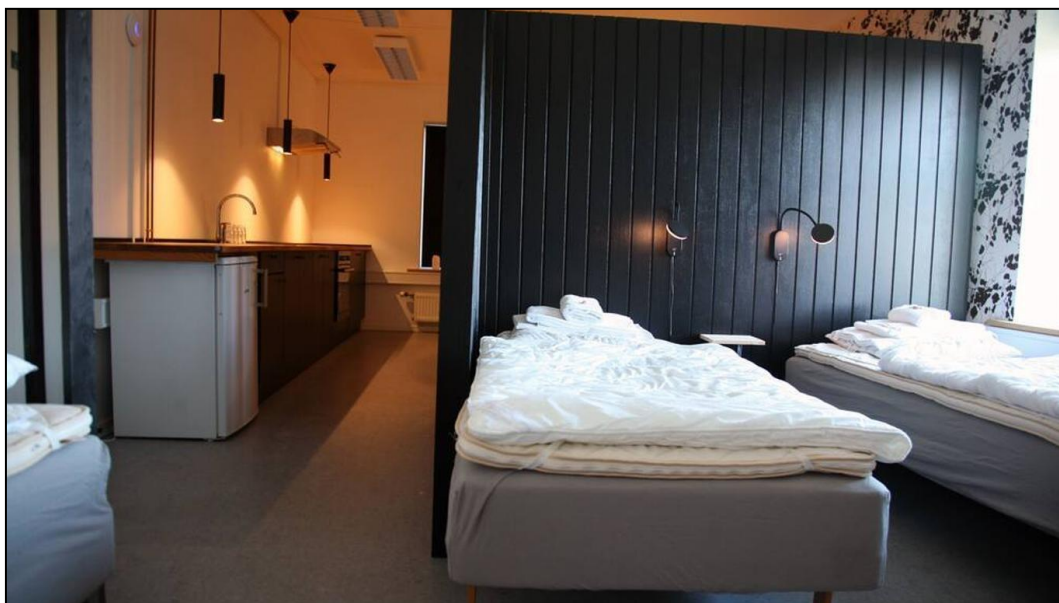
- Accessing international journals and databases for research and publishing is a costly affair, though essential, and especially beyond the capacity of young academics.
- The university has developed a mechanism to obtain institutional access to at least a few international databases and provide the service free to academics.
- The university will also establish a mechanism to improve the quality of its publications (e.g., journals) to develop them into “indexed” status.
- Negotiating with international publishers to seek the possibility of getting their assistance is also being considered.



Activity 3.2.2: Enhance Remunerations and Other Facilities Available for Academia (Total Estimated Investment: US\$ 0.25 million from 2025-2030)

- Attracting newly graduated and newly postgraduate qualified persons to the university staff will be difficult in the future with the low salaries and other facilities when compared with the attractive remuneration packages from foreign as well as local private sector universities.
- Therefore, the university envisages (a) expanding available housing facilities to new recruits and those who are returning from postgraduate studies overseas, at least for a short period, to enable

them to settle down comfortably, (b) establishing a support system to obtain housing loans, vehicle financing, etc., (c) establishing a mechanism for school admission of their children, and (d) streamlining the logistical functions, and increasing the efficiency of administrative and procedural operations in official matters.



2042 Thematic Goal 4 – Building a Smart and Green University



Sustainable Wisdom: Pioneering the Future with a Go-Green Mindset

- Smart and Green Universities integrate new models of learning, smart sharing of resources, and the use of buildings and transport for different forms of education and energy efficiency.
- Flipping-the-classroom, blended learning, e-learning, and web lectures are part of the new models of learning that should enable a more time- and place-independent form of education.
- The University of Peradeniya, with this approach, is focused on sharing IT storage capacity among universities, making educational resources freely available, and sharing information on classroom availability online for a more enriching educational experience.

Thematic Area 4.1: University of Peradeniya – The SMART University

- Converting the University of Peradeniya into a “Smart University” is imperative in today's rapidly evolving educational landscape.
- Real-time access to resources, interactive online platforms, and virtual labs broaden the educational horizons, making learning accessible anytime, anywhere. Moreover, administrative processes become streamlined, reducing paperwork and bureaucracy.
- Embracing a Smart University model equips students with 21st-century skills and fosters innovation and competitiveness, ensuring our institution remains competitive, adaptable, and capable of delivering a world-class education.
- Smart Universities address these challenges via digital transformation (Dx). The mission of Smart Universities can be given as "outcomes-based digital transformation."



Activity 4.1.1: Establishing High-Speed Connectivity and IT Facilities (Total Estimated Investment: US\$ 1.25 million from 2024 to 2027)



- High-speed connectivity and IT facilities are essential for an intelligent university. Students, faculty, and researchers need access to fast and reliable internet to conduct research, collaborate with others, and learn online.

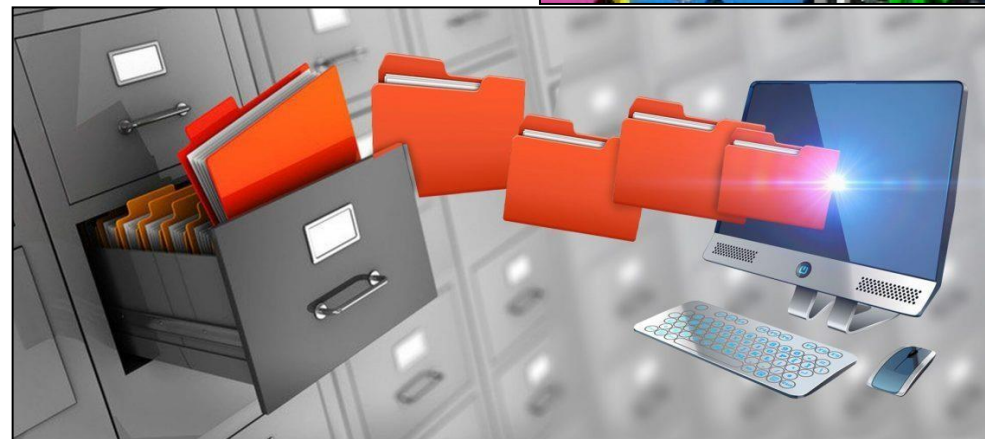
- The university should also have state-of-the-art IT facilities to support its teaching, learning, and research activities.
- To establish high-speed connectivity and state-of-the-art IT facilities, the university will:
 - (a) Upgrade its existing network infrastructure to support high-speed Internet access for all,
 - (b) Deploy Wi-Fi hotspots throughout the campus to provide ubiquitous Internet access,
 - (c) Develop a comprehensive and sustainable workforce for network infrastructure, IT Systems, and Services, including user support,
 - (d) Establish a Data Center to host the university's IT systems and data,
 - (e) Establish Smart Classrooms and Labs with modern IT infrastructure, including interactive technologies, virtual labs, and collaborative tools and
 - (f) Implement a robust and intelligent cybersecurity framework to safeguard sensitive data and protect against cyber threats, ensuring data integrity and privacy.



4.1.2 : Automating All the Functions of the University (Total Estimated Investment: US\$ 1 million from 2024 to 2028)

Automating the university's functions can improve efficiency, reduce costs, and provide a better experience for students, faculty, and staff. The University of Peradeniya will automate the university's operations and:

- a) Implement an integrated Enterprise Resource Planning (ERP) system to automate many of the university's administrative functions, such as student admissions, financial management, and human resources. This will reduce manual paperwork and enhance accuracy.
- b) Implement a student information system (SIS) to automate student records, registration, course registration, and course evaluations.
- c) Implement a Smart Learning Management System (LMS) to facilitate a personalized, student-centered learning experience that improves student success and total outcomes.
- d) Digitalize research proposal submission, funding allocation, and project management to streamline the research lifecycle and facilitate collaboration with external partners.
- e) Implement a library and knowledge management system to implement a digital library system, making research resources easily accessible online. Knowledge repositories and academic databases will be digitized and integrated.



Activity 4.1.3: Sustainable Digital Transformation

- The Digital Transformation Strategy for a Smart University is a detailed plan for using digital solutions to improve all aspects of the University across Teaching and Learning, Research, and Administration.
- The roadmap towards a successful and sustainable digital transformation goes beyond embracing technology alone. It is about transforming the entire institutional process through systematic changes in Culture, Workforce, and Technology.
- To develop a sustainable and successful Digital Transformation, the University of Peradeniya will adopt the following steps:
 - (a) Define the value of Digital Transformation: Digital Transformation means many things to many people, and is often believed to lead with technology. Therefore, starting with identifying the goals of a Smart University is essential and to build the strategy from there.
 - (b) Prepare for Cultural Change: Leadership support and enthusiasm for digital transformation are critical to the cultural change that must happen within the University over time. As any transformation will have challenges, leaders must nurture a culture where everyone learns from mistakes and builds upon successes.
 - (c) Start small but strategic: Digital transformation is a journey, not an event. Identifying the right “proof-of-concept” projects is crucial and will set the stage for future initiatives and get the buy-in from all teams.
 - (d) Map out technology implementation: The change of technology should follow the changes in processes and culture of the University that are mapped to the long-term strategy.
 - (e) Seek out partners and expertise: The partners should complement, augment, and enable the institute’s digital transformation vision with their experience, knowledge, and background.
 - (f) Gather feedback and refine as needed: Agility is a hallmark of an organization undergoing a digital transformation. Putting in place a strategic roadmap is essential, but being willing to adjust and capable of adjusting according to results is the ultimate path to success.
 - (g) Scale and Transform: The success of the initial use cases should be leveraged to gain momentum and generate collaboration around the following steps and the long-term strategy.



Thematic Area 4.2. University of Peradeniya – A Green and Sustainable University

- The University of Peradeniya has a lush green environment at the top of the Green metric ranking.
- However, the university still depends on electricity obtained from utility except for a few grid-tied rooftop solar photovoltaic systems.
- Given the effects of a massive electricity bill, the University of Peradeniya has to mobilize all members of the University community to work together to create a more sustainable future.

Activity 4.2.1. Making Our Electricity Supply Green (Total Estimated Investment: US\$ 1.5 million from 2024 to 2028)

- The University of Peradeniya provides a total roof area with a potential for more than 10 MW of solar power generation, which could make the energy consumption of the University for electricity to net-zero carbon emissions.
- However, considering the economics of the scale of such an installation, it is essential to assess critical areas, such as computing centers, networking rooms, labs, etc., that require uninterrupted power supplies to ensure continuous power supply to them by installing solar PV with adequate battery storage capacity.
- The University has taken an initiative towards this end, thereby supporting the target of Sri Lanka to reach Net Zero Carbon emission by 2050 through its pledges given under the Nationally Determined Contributions (NDCs), by installing a distributed infrastructure with solar PV systems, hybrid inverters, and battery backups that may add up to about 1 MW.



Activity 4.2.2. Making our Street and Communal Lighting Green (Total Estimated Cost: US\$ 25,000 from 2024-2025)

- As the university spans nearly 700 ha, with most of the area remaining afforested, a considerable amount of electricity is utilized for street and communal lighting.
- It is essential to convert them into stand-alone solar PV-powered lamps as they not only eliminate the grid dependency but also considerably reduce the electricity bill of the University of Peradeniya.



Activity 4.2.3: Making our Transport Network Green (Total Estimated Investment: US\$ 0.5 million from 2024-2026)

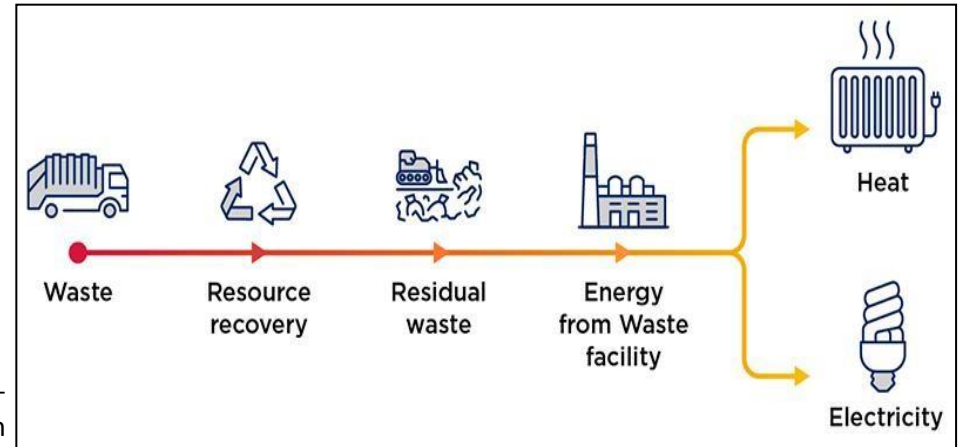


- One of the primary issues concerning the University of Peradeniya is the CO2 emissions from many motor vehicles being used within its premises, even for short distances.
- As a long-term remedy for this issue, the University of Peradeniya is planning to introduce electric bicycles, electric scooters, and electric cars.
- The bikes and scooters can be made available in clusters so that students and staff can hire them short-term for a fee, while for electric vehicles, charging stations will be established in the future.



Activity 4.2.4: Utilizing Waste in a Greener Manner (Total Estimated Investment: US\$ 0.5 million from 2025-2030)

- The university is also producing a vast amount of waste. Therefore, converting it into valuable commodities is essential.
- After careful feasibility studies, the University has decided to install waste to electricity and biogas plants.
- These plants eliminate one of the environmentally and socially unhealthy products from the university and provide electricity and gas to supplement cooking in hostels.
- This ensures a garbage-free environment. However, if the waste-to-electricity conversion is not feasible, solar PV energy may run an incinerator to deal with non-recyclable solid waste produced in the university.



Activity 4.2.5: Recycling and Reusing Laboratory Waste

- The University of Peradeniya has a large quantity of laboratory waste that can be recycled or reused with modifications.
- A new unit is been created to manage such items and take necessary actions to convert the waste into revenue.



2042 Thematic Goal 5: Achieving the Residential Ideal



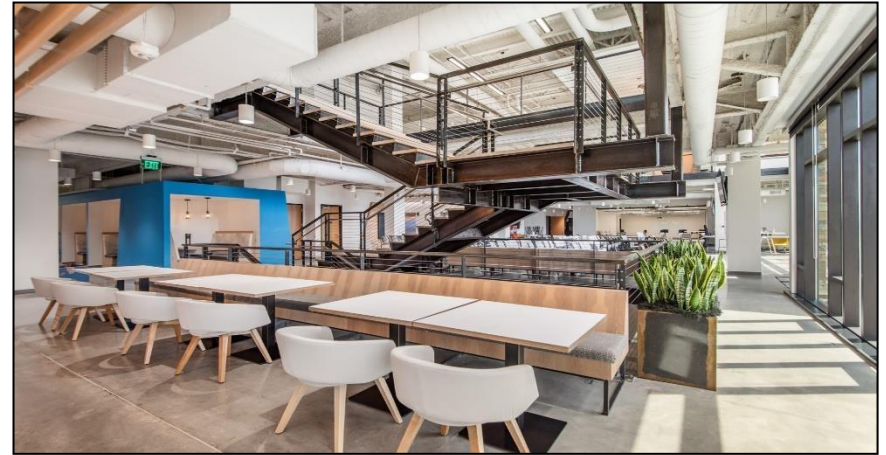
Living Well, Learning Well: Power of Quality Accommodation

- Accommodation facilities in an educational institute hold a critical role in shaping the academic journey of students, nurturing their overall development, and fostering a conducive environment for academic excellence.
- Quality accommodation contributes significantly to student well-being, providing them with a safe and comfortable space for learning and personal growth. It minimizes distractions, allowing students to focus on their studies and actively engage in extracurricular activities, thus promoting holistic development.
- Furthermore, it's not just students who benefit from well-designed accommodation options. Faculty and staff members also experience increased job satisfaction and work-life balance when provided with suitable housing, which, in turn, attracts and retains top talent.
- These facilities instill a sense of security and reassurance for parents and guardians, contributing to student recruitment and retention. Additionally, inclusive accommodation options promote diversity, welcoming students from various backgrounds and fostering a more holistic and pluralistic perspective.
- In essence, good accommodation facilities create an inclusive and thriving educational environment where all stakeholders can flourish.

Activity 5.1: Accommodation for All Stakeholders in the University (Total Estimate Investment: US\$ 1.5 million from 2025 to 2032)

- In anticipation of a significant increase in student intake, with numbers projected to surge from 13,000 to 30,000 by the year 2042, the state is undertaking an ambitious endeavor to construct new hostel facilities.
- This substantial expansion calls for a meticulously planned procedure to ensure the seamless development of these much-needed accommodations, with facilities for disabled students.
- With a comprehensive feasibility study to determine the ideal locations for the new hostels, taking into account factors like proximity to academic buildings, existing infrastructure, and accessibility, the planned development will prioritize energy efficiency and sustainable materials, ensuring that the new hostels not only meet the rising demand but also contribute positively to the environment.

- This comprehensive procedure guarantees the state's commitment to providing a conducive living environment for the future student body while promoting responsible construction practices.
- To support international scholars and visitors from around the globe, there is need for top-notch accommodation options.
- The concept of constructing hotel-type accommodation for postgraduate students and visitors on a daily rental basis represents a revolutionary approach to cater to their diverse needs, ensuring a comfortable, convenient, and enriching stay.
- In these luxurious accommodations, visitors and postgraduate students can expect a level of comfort and service that rivals the finest hotels. Spacious, well-appointed rooms, complete with modern amenities, create an atmosphere of relaxation and productivity.



- High-speed internet connectivity, ergonomic workspaces, and dedicated study areas allow postgraduates to focus on their research and academic endeavors, and in turn, enjoy a restful stay, immersing themselves in the intellectual and cultural offerings of the university.
- Food takes center stage in these premium accommodations. On-site restaurants, cafes, and room service will provide an array of benefits.
- Beyond creature comforts, such accommodations offer a sense of community and intellectual vibrancy.
- Common areas designed for collaboration and interaction foster the exchange of ideas and experiences among scholars and visitors. The ambiance of the accommodations will be conducive to forming lasting connections and sparking intellectually stimulating discussions.

Activity 5.1.2: Building Condominiums for Staff through Public-Private Partnership (Total Estimated Investment: US\$ 1.5 million from 2025-2028)

- Public-Private Partnerships (PPPs) have emerged as a compelling strategy for enhancing the residential facilities in educational institutes.
- These collaborations offer numerous benefits, including cost-effectiveness, improved infrastructure, and expanded opportunities for staff, students, and the institution.
- By engaging private entities, institutions can secure funding for the construction, maintenance, and management of staff housing facilities, alleviating the strain on their budgets, while enabling universities to invest more in academic resources and quality education.
- These facilities vary in their complexity, from student dormitories to accommodation for lower and senior grade staff.
- As a stepping stone to PPP, initiatives have already been taken to establish a university-led Company Limited by Guarantee.
- In sum, PPPs are a powerful tool for transforming educational institutions by modernizing residential facilities, reducing financial strain, and enhancing the overall student experience.

