



Kenyatta University

Strategic and Vision Plan

2023-2027





Fundamental Statements

Our Vision

A dynamic, inclusive and competitive centre of excellence in teaching, learning, research and service to humanity.

Our Mission

To provide quality education and training, promote scholarship, service, innovation and creativity and inculcate moral values for sustainable individual and societal development.

Our Identity

A community of scholars committed to the generation and dissemination of knowledge and cultivation of wisdom for the welfare of society.

Our Philosophy

Sensitivity and responsiveness to societal needs and the right of every person to knowledge.

Core Values

Effective service

Professionalism

Integrity

Impartiality

Stewardship

Accountability



	KENYATTA UNIVERSITY		
Title:	Strategic Plan 2023 – 2027	Reference	KU/SP/3
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APPROVAL AND ISSUE DATE

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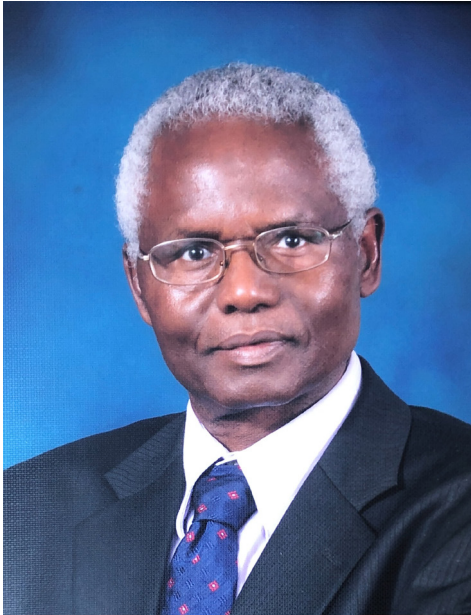
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PROF. WACEKE WANJOHI, Ph.D., FRSB, FKNAS

AG. VICE-CHANCELLOR

FOREWORD



The Kenyatta University community, in collaboration with its stakeholders, is dedicated to ensuring that the University continues to excel and preserve its position as a globally competitive institution of higher learning. This dedication influenced our decision to develop the 2023-2027 Strategic and Vision Plan, which will serve as the foundation for launching into the next phase of growth while building on our previous successes.

Kenya's higher education landscape is expected to experience far reaching changes and developments, in particular arising from the recommendations of the Presidential Working Party on Education Reforms. While adjusting to these changes, the University's commitment to academic excellence remains unwavering. The 2023 - 2027 Strategic and Vision Plan outlines highlights the Strategic issues that we shall address to enhance quality in teaching and learning, to excel in research and innovation, and to be effective in outreach so that the University contributes to national development and impacts positively on the society.

The Strategic and Vision Plan aims to cement Kenyatta University's position of leadership in producing skilled and competent graduates, and fostering a culture of innovation and entrepreneurship. The strategies and activities proposed will ensure our students are equipped with the skills and knowledge needed to thrive in a competitive world; be socially responsible and contribute meaningfully to society.

This Strategic and Vision Plan builds upon the strong foundation laid by the previous iterations, incorporating the valuable lessons learned and leveraging our strengths to address emerging challenges. It is a product of extensive collaboration, consultation and thoughtful consideration by diverse stakeholders. The document encapsulates the aspirations and perspectives of the entire Kenyatta University family, and sets high expectations upon the different sections of the University that will be responsible for its implementation.

This Plan was developed in response to a need to update the previous plan and align to the current Medium-Term Plan IV of the Kenya Vision 2030 and the Government's Bottom-Up Economic Transformation Agenda. The Strategic and Vision Plan describes specific goals to be achieved over the next five years; it outlines the strategies and activities to be implemented; identifies the resource requirement; and assigns responsibility to specific thematic team leaders.

I invite all Kenyatta University stakeholders and well-wishers to support the University's ambitious goals as expounded in this Strategic and Vision Plan. I extend my gratitude to the entire Kenyatta University community for their invaluable contributions to shaping this Plan. As we embark on the implementation phase, I am confident that together, we will realize the vision of this institution and continue to be a beacon of knowledge, innovation, and societal impact.

AMB. (DR.) FRANCIS MUTHAURA
CHANCELLOR, KENYATTA UNIVERSITY

STATEMENT FROM CHAIRMAN OF COUNCIL



The previous Kenyatta University Strategic and Vision Plan yielded exponential growth in terms of infrastructure development and student enrolment among other targets. The University Council is committed to successful implementation of the new 2023-2027 Strategic and Vision Plan in order to raise Kenyatta University to higher levels of excellence as a global centre of excellence in teaching, research and outreach.

I express my heartfelt gratitude to the committed stakeholders who were instrumental in the development of the revised Kenyatta University Strategic and Vision Plan. As Chairman of the University Council, I take great delight in presenting a document that not only lays the course for the future of our institution, but also reflects the ambition to achieve excellence in all aspects of our work.

The strategic planning process has been a collaborative endeavour, bringing together the perspectives of faculty, staff, students, alumni and other key stakeholders. Through rigorous analysis of the opportunities, threats, strengths and weaknesses in our operating environment, we have crafted a Plan that sets the institution on a path of growth and excellence.

The 2023-2027 Strategic and Vision Plan is a blueprint for transformation of our institution. It represents our collective commitment to advancing the mission of Kenyatta University, *to provide quality education and training, and promote scholarship and community service for sustainable development.*

One of the hallmarks of this Strategic and Vision Plan is its responsiveness to the rapidly changing global landscape of opportunities and challenges. By embracing innovation and harnessing the power of technology, we aim to position Kenyatta University as a leader in education, research and community engagement. The Plan underscores the importance of collaboration, both internally and externally, recognizing that partnerships are essential for achieving our goals.

The Kenyatta University Council will continue to provide policy direction and will support to the full extent, all efforts to ensure successful implementation of this Strategic and Vision Plan. I am pleased to be a part of this process, and I am confident that Kenyatta University will continue to excel and accomplish its Vision and Mission through the implementation of the strategies and activities in the 2023-2027 Strategic and Vision Plan. I encourage all staff and students in Kenyatta University, alumni and other stakeholders to enthusiastically support and participate in the implementation of the Plan, so that the targets can be met within the timeframe specified.

I applaud the University Management Board and all those who contributed to the development of the 2023-2027 Strategic and Vision Plan. I assure the Kenyatta University Community of the Council's full support as we continue to implement this Plan.

DR. BEN CHUMO
CHAIRMAN, KENYATTA UNIVERSITY COUNCIL

MESSAGE FROM THE VICE-CHANCELLOR



The Kenyatta University Strategic and Vision Plan 2023-2027 represents a significant milestone in our collective journey towards academic excellence, research and innovation; and impact on society. I am proud to present this Strategic and Vision Plan as a roadmap that reflects our commitment to effectively respond to the changing needs of our community of staff, students, stakeholders and the Kenyan society.

The Strategic and Vision Plan is intended to enable us progress towards the University Vision of being a dynamic, inclusive and globally competitive centre of excellence in teaching, research and service to humanity. The Plan has been developed following comprehensive analysis of the strengths, weaknesses, opportunities and threats in our operational environment. At the heart of this Strategic and Vision Plan is our firm commitment to quality and excellence. Our goal is to provide a transformative education that not only equips students with knowledge and skills but also fosters

critical thinking, creativity and a lifelong love for learning. Through innovative teaching methodologies, research and openness to continuous learning and improvement, we aspire to prepare our students to thrive in a rapidly changing world.

The Strategic and Vision Plan places a strong emphasis on research and innovation as key drivers of progress. Kenyatta University has a rich history of contributing to knowledge creation and this plan charts a course for furthering this endeavour. By promoting interdisciplinary collaboration, international partnerships and collaborations, investing in state-of-the-art infrastructure and ensuring an enabling policy environment, we aim to be at the forefront of groundbreaking discoveries and solutions to pressing global challenges.

This Strategic and Vision Plan 2023-2027 will enable Kenyatta University to mobilize and allocate resources prioritizing the most relevant strategic issues, and activities that generate highest value and contribute to institutional growth and sustainability. The Plan presents us with an opportunity to review our procedures, programmes, and structures to emerge as a better institution, prepared for the future. I am confident that this Strategic and Vision Plan will help us as we re-align operations to make them more responsive to internal and external environments while providing the framework for achieving competitive advantage in an increasingly competitive global village.

I extend my gratitude to all those who played a role in the development of this Strategic and Vision Plan. Your dedication, insights and hard work have been invaluable. As we move to start implementation, I am optimistic that our stakeholders will continue extending support to this noble task. I am confident that together, we will successfully implement the initiatives outlined in the Plan.

PROF. WACEKE WANJOHI, Ph.D., FRSB, FKNAS
AG. VICE-CHANCELLOR, KENYATTA UNIVERSITY

INTRODUCTION

The 2023 – 2027 KU Strategic and Vision Plan is anchored in UN SDGS, AU Agenda 2063, the EAC Vision 2050, the Constitution of Kenya 2010 and the Bottom-Up Economic Transformation Agenda. The strategies outlined aim to produce graduates and innovations to meet the challenges of the 21st Century. The University aims to create a transformational impact within Kenya and beyond through interventions in five strategic issues namely:

1. Quality Training
2. Excellence in research and innovation
3. Institutional Resources and Capacity
4. Customer focus
5. Pertinent and Contemporary Issues

History of Kenyatta University

The history of Kenyatta University dates back to 1965 when the British Government handed over the Templer Barracks to the Government of Kenya. The Barracks were converted to the Kenyatta College which offered Secondary and Teacher Training Education. Following an Act of Parliament in 1970, Kenyatta College became a constituent college of the University of Nairobi and its name changed to Kenyatta University College.

The institution admitted its first batch of 200 students in 1972 to pursue studies leading to the award of Bachelor of Education degree of the University of Nairobi. In July 1978, the Faculty of Education of the University of Nairobi was transferred to Kenyatta University College. Kenyatta University College achieved full university status on August 23, 1985 and was inaugurated in December 1985 with three faculties namely: Education, Science and Arts. In 2002, the University reorganized into three schools, these increased to 7 in 2005 and to 19 in 2017.

In 2013, Kenyatta University was granted a Charter in accordance with the provisions of Section 19 of the Universities Act 2012. In 2022, the number of schools were restructured into nine offering over 350 programmes catering to over 60,000 students. The current staff population is 1083 performing core functions and 1601 support services.

KU MANAGEMENT AND GOVERNANCE STRUCTURE

KU has a well-defined management and governance structure that promotes sound stewardship and accountability. In accordance with the Charter and Statutes, the KU management and governance is structured as follows:

University Council

The University Council comprises nine members including the Chairperson, five independent members appointed by the Cabinet Secretary for Education, and one representative each of the Principal Secretaries for The National Treasury and Higher Education and Research. The Vice-Chancellor acts as the Secretary and is an ex-officio member. The Council provides direction and control, visioning of the University and other specific roles defined in the Charter.

Management Board

The Management Board is made up of Vice-Chancellor (Chairperson), Deputy Vice-Chancellors, Registrars, and the Chief Finance Officer. The Board assists the Vice-Chancellor in making decisions regarding the day-to-day management of the University. VC is the Chief Executive Officer and the academic, administrative and financial head of the University with clearly defined responsibilities. The VC is the custodian of the University's instruments of authority (Seal, Mace, Flag, Logo, Charter, Accreditation reports and Title Deeds).

University Senate

The membership of KU Senate comprises of the Vice-Chancellor (Chairperson), Deputy Vice-Chancellors, Registrars, and Executive Deans of Schools, Chairpersons of Departments, Chief Librarian; and representatives of students' organization. The Senate oversees the content and academic standard of all courses; proposes regulations for admission, examinations and awards after completion.

Academic Division

The Deputy Vice-Chancellor (Academic) is the Head of the Division and offers leadership, direction, organization, and administration of the programmes of the Division. DVC Academic provides Secretariat to the Senate and all Committees of Senate, allocates the buildings, rooms and offices used for academic purposes, oversees provision of students' accommodation, management of training, certification and quality.

Administration and Finance Division

The Deputy Vice-Chancellor (Administration and Finance) heads the Division and is responsible for personnel, security, ICT, catering, staff housing, legal, health, transport, budget estimates, allocation of funds, control of expenditure and financial accounting, physical developments, grounds and estate management and procurement.

Research, Innovation and Outreach Division

The Deputy Vice-Chancellor (Research, Innovation and Outreach) is the head of the Division and drives the university's research agenda, institutionalizes networking, collaborative research and outreach, innovation and implements intellectual property protection and commercialization, and ensures dissemination of research findings.

Methodology of Developing the 2023 – 2027 Strategic and Vision Plan

Preparation of the Strategic and Vision Plan was based on the revised guidelines for the preparation of fifth-generation Strategic and Vision Plan, 2023-2027 issued by the State Department for Economic Planning. The process was spearheaded by a technical Committee appointed by the Vice-Chancellor with members drawn from various departments and sections of the University. Based on the Terms of Reference (TORs), the Committee reviewed relevant reports, collected and analysed diverse data to inform the development of the Strategic and Vision Plan. The draft Strategic and Vision Plan was subjected to a public participation process for internal and external stakeholders to elicit views on important strategic issues to be included. These consultations enabled generation of primary data while secondary data was obtained through pertinent documents including: Sustainable Development Goals, the Africa Union Agenda 2063, the East African Community Vision 2050, the

Kenya Vision 2030, and in particular, the Bottom-Up Economic Transformation Agenda. Policies, laws and regulations governing university education, science, technology and innovation provided important secondary materials. The Committee ensured the Strategic and Vision Plan is aligned to the recommendations of the Presidential Working Party on Education Reforms. The final draft Strategic and Vision Plan was validated by the State Department for Economic Planning and the State Department for Higher Education.

Key improvements and new features in the 2023 – 2027 Strategic and Vision Plan

- It introduces staff mobility to industry to strengthen partnerships and collaborations to drive high quality teaching and learning, innovation and IP commercialisation.
- It redefines research towards creation of innovations that lead to development of products with high commercial value.
- It entrenches ICT as a driver of transformation in the diverse KU activities and processes.
- It distinguishes branding and customer care as important tools for safeguarding KU's competitive edge in the market place.
- It highlights sustainable use of resources (energy, water) and proposes circular model for waste management as a means to reduce costs and improve environment stewardship.
- It establishes KU Enterprise as a new organ to centrally coordinate income generation activities of the University.

These improvements will, among others, enable the transformation of the University towards:

- Production of graduates that are suitably aligned to needs of labour market.
- Generation of research outputs and innovations for a knowledge-driven economy.
- Exploitation of ICT and emerging technologies such as artificial intelligence to enhance performance.
- Positioning of KU as a centre of excellence in teaching, research and knowledge transfer.
- Sustainability of the University through careful use of natural and other resources.
- Improved financial performance and independence of the University.



Kenyatta University's Foundation

Identity

A community of scholars committed to the generation and dissemination of knowledge and cultivation of wisdom for the welfare of society.

Vision Statement

A dynamic, inclusive and globally competitive centre of excellence in teaching, research and service to humanity.

Mission Statement

To provide quality education and training, and promote scholarship and community service for sustainable development.

Core values

- **Effective service:** The University will ensure services are provided promptly and effectively.
- **Professionalism:** Kenyatta University will promote high standards of professional ethics at all levels of her operations.
- **Integrity:** Kenyatta University will strive to enhance interpersonal relations among staff, students and society. To promote integrity, the institution will create a culture that honours and upholds honesty, fairness, accountability for actions, tolerance and mutual respect.
- **Impartiality:** The University will provide services in a manner that ensures inclusivity, equality, non-discrimination and protection of the marginalized.
- **Stewardship:** Recognizing the scarce nature of resources, the University will endeavour to be prudent and pay attention to sustainability in the use of resources in pursuit of her strategic goals.
- **Accountability:** The University will promote openness and accountability in actions undertaken at governance and management levels including provision of timely and accurate information to stakeholders.



STRATEGIC FOCUS

Five strategic issues, their associated five strategic goals and 22 Key Result Areas (KRAs) are presented in the following pages.



Goal:
To produce competitive, skilled human resources

KRA 1: Curricula development
KRA 2: Industry linkages for training
KRA 3: Postgraduate training
KRA 4: Internationalization
KRA 5: Teaching staff competencies
KRA 6: Quality assurance in teaching



Goal:
To advance research, innovation and dissemination for sustainable development

KRA 7: Innovation and product development
KRA 8: Dissemination of research output
KRA 9: Researcher capacity



Goal:
To acquire, upgrade, maintain adequate resources; and to strengthen institutional capacity

KRA 10: Infrastructure and facilities
KRA 11: Corporate governance
KRA 12: Human Resource Management



Goal:
To enhance customer satisfaction and increase market share

KRA 13: Student welfare
KRA 14: Access to learning opportunities
KRA 15: Stakeholder engagement
KRA 16: Visibility and market demand
KRA 17: Corporate Social Investment



Goal:
Mainstreaming pertinent and contemporary issues

KRA 18: Energy and water resources
KRA 19: Environmental stewardship
KRA 20: Disaster preparedness and management
KRA 21: Wellness and health
KRA 22: National Values

RESULTS FRAMEWORK OF THE 2023 – 2027 STRATEGIC PLAN

Strategic issue 1: Teaching and Learning

Key Result Area	Outcome indicator	Baseline	Target
KRA 1: Curriculum development	Percentage increase in employability rate for graduates	Baseline	80%
	Number of CBE approved curricula by University Senate and CUE	20	150
KRA 2: Industry linkages for training	% increase in number of students on work experience	10%	70%
	Percentage increase in number of industry players supporting teaching/learning	5%	10%
	% increase in faculty participating industry mobility	5%	10%
KRA 3: Postgraduate training	% improvement in postgraduate students' completion rates	Baseline	10%
	Improved postgraduate to undergraduate students' ratio	1:6	1:3
KRA 4: Internationalization	% growth in population of international students and staff	Baseline	20%
KRA 5: Teaching staff competencies	Employability of graduates (%)	Baseline	80%
KRA 6: Quality assurance			

Strategic issue 2: Research and Innovation

Key Result Area	Outcome indicator	Baseline	Target
KRA 7: Innovation and product development	University Citation Index (<i>h</i> -index)	65	75
	Intellectual Properties registered	5	12
	Improved webometrics	3310	3180
	Ranking (Research score)		
KRA 8: Dissemination of research output	Number and diversity of research dissemination events	6	10
KRA 9: Researcher capacity	University Citation Index (<i>h</i> -index)	65	75

Strategic issue 3: Organisational Capacity Strengthening

Key Result Area	Outcome indicator	Baseline	Target
KRA 10: Infrastructure and facilities	% Increase in satisfaction rates among faculty, students, and staff	Baseline	10%
	% increase in staff-office ratio	Baseline	10%
	% increase Programme- facility ratio	Baseline	20%
	% increase in accessibility compliant facilities	60%	80%
	Increase in average age of facilities without significant structural or functional degradation	Baseline	10%
	A reduction in the frequency and cost of major repair and renovations.	Baseline	10%
	Increased digital connectivity in the University	90%	94%
	% prevented cyber threats	100%	100%
	% reduction in time to service	Baseline	5%
	% reduction in service cost	Baseline	5%
	Increased digital inclusivity in the University	90%	94%
	% increase in awareness and capacity to apply artificial intelligence	Baseline	5%
KRA 11: Corporate Governance	Effective policy direction and oversight	100%	100%
	Transformed practices, attitudes and behaviour	50%	90%
	Organizational risk management framework implemented	100%	100%
KRA 12: Human Resource Management	Performance appraisal score	70%	80%

Strategic issue 4: Customer Focus

Key Result Area	Outcome indicator	Baseline	Target
KRA 13: Student welfare	Student satisfaction index	86%	90%
KRA 14: Access to learning opportunities	Percentage increase in student population	2.5%	5%
	Employability among graduates from disadvantaged groups	Baseline	1%
KRA 15: Stakeholder engagement	Annual Stakeholder engagement report	1	1
	% increase in student completion rate	72%	80%
KRA 16: Visibility and market demand	% increase in enrolment/ student population	2.5%	5%
	% increase in demand / revenue in IGAs	20%	20%
	A one stop customer care centre established	Baseline	1 set up in yr 2
KRA 17: Corporate Social Investment (CSI)	% of KU community members engaged in CSI activities	70%	90%

Strategic issue 5: Pertinent and Contemporary Issues

Key Result Area	Outcome indicator	Baseline	Target
KRA 18: Energy and water use and cost	% of green energy	0.5%	30%
	% reduction in water bills	2	10
KRA 19: Environmental stewardship	% compliance with waste management plan	100%	100%
	No. of trees planted/grown	90,000	90,000
KRA 20 Disaster preparedness and management	% level of compliance with disaster preparedness plan	100%	100%
KRA 21: Wellness and health of students and staff	% compliance with national guidelines on mental wellness	100%	100%
	% compliance with NACADA guidelines on ADSA	100%	100%
	% compliance with NGEC guidelines on preventing GBV	100%	100%
KRA 22: National values	% compliance with Chapter 6 of Kenya Constitution	100%	100%

APPROACH TO SUCCESSFUL IMPLEMENTATION OF THE STRATEGIC PLAN

The overall responsibility for implementing the Strategic and Vision Plan will be vested in the University Council, while the day-to-day implementation, coordination and monitoring will be undertaken by the University Management Board under the stewardship of the Vice-Chancellor. Six thematic teams have been appointed to coordinate specific clusters of Key Results Areas (below listed) and a specific office has been designated to coordinate institution wide implementation of the Strategic and Vision Plan.

The Vice-Chancellor will be responsible for implementing KRA 11: Corporate governance.

The Registrar Corporate Affairs under the Vice-Chancellor's Office will be responsible for implementing KRAs in Customer Focus:

- KRA 15: Stakeholder engagement
- KRA 16: Visibility and market demand
- KRA 17: Corporate Social Investment

Deputy Vice-Chancellor (Academic) will be responsible for implementing KRAs in Teaching and Learning:

- KRA 1: Curricula Development
- KRA 2: Industry linkages for training
- KRA 3: Postgraduate training
- KRA 4: Internationalization
- KRA 5: Teaching staff competencies
- KRA 6: Quality assurance in teaching
- KRA 13: Student welfare
- KRA 14: Access to learning opportunities

Deputy Vice-Chancellor (Research Innovation and Outreach) will be responsible for implementing KRAs in Research and Innovation:

- KRA 7: Innovation and product development
- KRA 8: Dissemination of research output
- KRA 9: Researcher capacity

Deputy Vice-Chancellor (Administration and Finance) will be responsible for implementing KRAs in:

Institutional Resources and Capacity

- KRA 10: Infrastructure and facilities
- KRA 12: Human Resource Management

Pertinent and Contemporary Issues.

- KRA 18: Energy and water resources and cost
- KRA 19: Environmental stewardship
- KRA 20: Disaster preparedness and management
- KRA 21: Wellness and health of staff and students
- KRA 22: National values and ethics

The Deputy Vice-Chancellor (Administration and Finance) is additionally responsible for actions in Resource mobilisation strategies.

Monitoring Evaluation and Learning

The Kenyatta University 2023 - 2027 Strategic and Vision Plan has specific defined results at Goal, Strategic Objectives, Outcomes, and Output levels, with relevant results indicators and baselines. The work plans for the Divisions, Departments, Sections and Units will be aligned to the Strategic and Vision Plan, these will form a critical part of the subsequent and ongoing monitoring, evaluation, and learning activities, to be carried out by the office designated to coordinate implementation of the Strategic and Vision Plan.



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