



KENYATTA UNIVERSITY

STRATEGIC AND VISION PLAN

2016-2026



(REVISED 2018)

Our Vision

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

Our Mission

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

Kenyatta University... ISO 9001:2015 Certified





KENYATTA UNIVERSITY

**STRATEGIC
AND VISION PLAN
(2016-2026)**

(Revised 2018)

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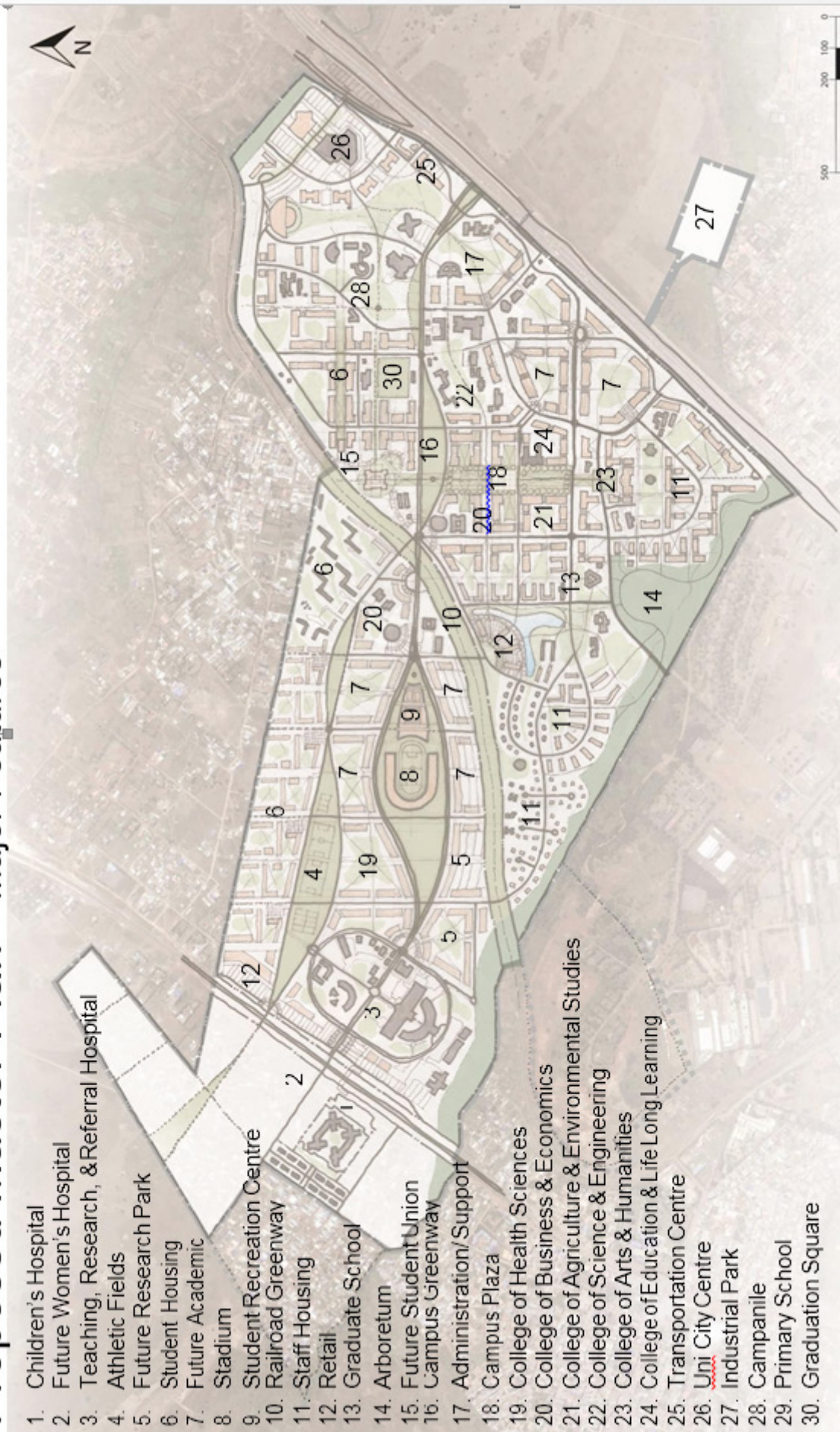
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Proposed Master Plan – Major Features

1. Children's Hospital
2. Future Women's Hospital
3. Teaching, Research, & Referral Hospital
4. Athletic Fields
5. Future Research Park
6. Student Housing
7. Future Academic
8. Stadium
9. Student Recreation Centre
10. Railroad Greenway
11. Staff Housing
12. Retail
13. Graduate School
14. Arboretum
15. Future Student Union
16. Campus Greenway
17. Administration/Support
18. Campus Plaza
19. College of Health Sciences
20. College of Business & Economics
21. College of Agriculture & Environmental Studies
22. College of Science & Engineering
23. College of Arts & Humanities
24. College of Education & Life Long Learning
25. Transportation Centre
26. Uni City Centre
27. Industrial Park
28. Campanile
29. Primary School
30. Graduation Square



Foreword

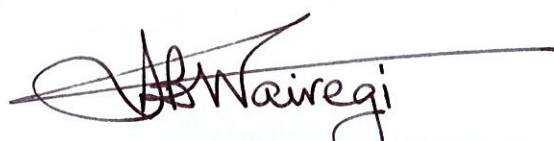
Having successfully completed the implementation of the 2005-2015 Strategic and Vision Plan, Kenyatta University is now standing tall as a leader in the higher education sector in the country and the region. The Kenyatta University community together with its stakeholders are committed to ensuring that the University continues to excel, and maintain its edge as a globally competitive institution of higher learning. This commitment informed our decision to formulate the 2016-2026 Strategic and Vision Plan which will be the blueprint upon which to build on the successes achieved so far.

In Kenya, the higher education sector has continued to undergo profound changes and transformation. The opportunities presented by the changing economy, the democratisation process, technological developments, globalisation, societal dynamism, national and international commitments and development goals as well as the increased market competition demands that we position our university strategically in order to succeed in the competitive environment. We must, therefore, have high aspirations, establish superior standards, and focus our efforts on execution of this revised Strategic and Vision Plan. We must also continue to secure the financial support as well as goodwill of our partners and sponsors.

The Revised 2016-2026 Strategic Plan expresses the future needs and aspirations of all Kenyatta University stakeholders. It provides a framework through which we will apply our strengths, tackle our challenges, exploit the opportunities at our disposal, and confront any threats in our operating environment. In this way, we can work towards actualising the vision and mission we have conceived as Kenyatta University.

The Plan has been formulated and revised upon the momentum Kenyatta University has built over the years and inline with the **Kenya Vision 2030 Medium Term Plan (MTP III) and the Government's Big Four Agenda**. The Strategic Plan spells out the mission, vision, identity, philosophy, values and broad institutional objectives of the University. It also outlines the specific targets to be achieved in the coming years, and outlines the mechanisms for achieving these targets.

I encourage all the University stakeholders and well-wishers to support the developments taking place at the University. As we continue with the implementation of this Plan, let us jointly explore the exciting opportunities that are within our reach. With our dedicated and talented staff and students, I am confident that Kenyatta University will successfully surmount any challenges in the implementation process of this university development blueprint. The prerequisite is to remain committed to the University Vision of being a dynamic, inclusive and globally competitive centre of excellence in teaching, learning, research and service to humanity.



DR. BENSON I. WAIREGI, EBS
CHANCELLOR, KENYATTA UNIVERSITY

Statement from Chairman of Council

Kenyatta University Strategic and Vision Plan for the period 2016-2026 is a build-up on the successful implementation of the Strategic and Vision Plan (2005-2015). The previous Plan yielded exponential growth in terms of infrastructure development and student enrolment among other specified targets.

The University Council is committed to successful implementation of the Revised 2016-2026 Strategic and Vision Plan in order to raise Kenyatta University to higher levels of excellence as a world class institution. I also note that this Plan has taken into account the contribution of the University in the realization of Kenya Vision 2030, the Government's Big Four Agenda as well as global development frameworks. I am glad to note that the process of formulating the new strategic plan has been participatory, involving staff, students and external stakeholders, including our development partners. The University Council undertakes to ensure implementation of the Plan through specific performance targets.

The ability of Kenyatta University to successfully implement the Revised 2016–2026 Strategic and Vision Plan will depend on the skills, professionalism and commitment of the institution's community. I note with satisfaction that this strategic plan has put in place strategies and activities to ensure that all staff will continue to receive relevant training that endows them with the required knowledge, skills and capacity to implement this Plan and even exceed the current target expectations. The Council will continue to support resource mobilisation initiatives as required to ensure sustainability and successful implementation of the Plan.

With the support of Council members, I am excited to be part and parcel of this process and believe that Kenyatta University will demonstrate, yet again, its ability to realize its Vision and Mission, through implementation of this Revised Strategic and Vision Plan 2016-2026. I urge all University staff and students to identify with this Plan and continue to actively participate in its implementation so that all the set targets can be achieved within the prescribed timeframe.

I thank the University Management Board and all those who were involved in the revision of the 2016-2026 Strategic and Vision Plan and also promise the Kenyatta University Community the full support of the University Council as we continue to implement this Plan.



PROF. SHEM MIGOT-ADHOLLA
CHAIRMAN OF COUNCIL, KENYATTA UNIVERSITY

Message from the Vice-Chancellor

The Kenyatta University (KU) Revised Strategic and Vision Plan 2016-2026 is a management tool designed to guide our institutional performance by adhering to the defined directions of our priority areas, decision-making processes, financial, human and material resource allocation. The development of this current Plan 2016–2026 began in earnest in the Year 2015 in a most participatory manner that aimed at laying out the ways and means of steering the institution to successful attainment of the set targets by the end of the stipulated ten year period. The Plan is founded on the University Vision and Mission, philosophy, identity, guiding principles, core values, and broad objectives upon which the key priority areas are grounded. A comprehensive analysis of the institutional SWOT and PESTEL has informed the overall Plan thus ensuring consistency in the pursuance of the direction, priorities and targets. The revision of this Plan has been done so as to align the university core activities with the Medium Term Plan III as well as attainment of Kenya Government's Big Four Agenda alongside Sustainable Development Goals among other global development frameworks.

This Plan sets out to enhance the successes attained through the previous Plan which was characterized by among other things, a continued increase in the demand of our programmes at both undergraduate and postgraduate levels. An outstanding feature in this current Plan is its emphasis on sound corporate governance that focuses on exhibition of professional and personal ethics, integrity, transparency, accountability, good governance, and explicit stakeholder participation. In addition, this Plan demonstrates a re-focusing of our responsiveness to emerging issues, some of which emanate from the continued decline in government funding, oscillation of student demographics and competing emerging models of higher education delivery systems. In this new dispensation, this Strategic and Vision Plan 2016-2026 provides Kenyatta University with the means of mobilizing, differentiating and reallocating resources in ways that are prudent, cost-effective, result oriented and sustainable. The Plan also provides the basis for re-shaping the thinking of our role as an institution of higher learning more systemically, diligently, reflexively and practically through revised procedures, programmes and structures that entail considered decentralization of operations. Hence, the plan serves as the roadmap towards continued development of the University in line with its core mandate. It, therefore, informs the University on how to re-align its operations, making them more responsive to internal and external environments while providing the framework for achieving competitive advantage in an increasingly competitive global village. Finally, this Plan will help in consolidating a partnership of actors for the success of our great institution.

I express sincere gratitude to all those who participated in the arduous task of preparing this document with determination and commitment. Special thanks go to the Committee that laid the foundation of this Plan in the Year 2015 and the Technical Committee of the Year 2018 that revised the document in a concise and most professional way within a short period. My appreciation also goes to members of the University Management Board, Senate, Staff, Students and other stakeholders who made valuable input into the development of this Revised Strategic and Vision Plan 2016-2026, thus enhancing ownership. I also thank the University Chancellor and Council for providing guidance throughout the process of developing this Plan.

As we engage in the implementation of this Revised Strategic and Vision Plan 2016-2026, I am confident that the continued support of all stakeholders will yield immeasurable successes for Kenyatta University as it confidently undertakes its mandate to serve humanity and enhance lives.

I look forward to walking this institutional journey harmoniously with all of you.



PROF. PAUL K. WAINAINA
VICE-CHANCELLOR

Acronyms and Abbreviations

ACAD	—	Academic
ACU	—	Association of Commonwealth Universities
ADMIN	—	Administration
APP	—	Applications
BED	—	Bachelor of Education
CMRCE	—	Centre for Medical Research and Continuing Education
CUE	—	Commission for University Education
CO&E	—	Community Outreach and Extension
CSR	—	Corporate Social Responsibility
Director, PRC	—	Director, Public Relations & Communication
DSA	—	Directorate of Students Affairs
DSVOL	—	Digital School of Virtual and Open Learning
DVC	—	Deputy Vice-Chancellor
e-Learning	—	Electronic Learning
FAO	—	Financial Aids Office
FIN	—	Finance
C.F.O	—	Chief Finance Officer
GoK	—	Government of Kenya
GS	—	Graduate School
ICT	—	Information and Communication Technology
IGAs	—	Income-Generating Activities
IPRs	—	Intellectual Property Rights
IUCEA	—	Inter-University Council of East Africa
KShs	—	Kenya Shillings
KUDHEI- HA	—	Kenya Union of Domestic Hotels and Educational Institutions, Hospitals and Allied Workers Association
KU	—	Kenyatta University
KUC	—	Kenyatta University College
KUCCPS	—	Kenya Universities and Colleges Central Placement Services
KUCH	—	Kenyatta University Children's Hospital
KUSA	—	Kenyatta University Students Association
KUSU	—	Kenya University Staff Union
KUH	—	Kenyatta University Hospital
M&E	—	Monitoring and Evaluation
MIS	—	Management Information Systems
MoEST	—	Ministry of Education, Science and Technology
(MTP1)	—	First Medium Term Plan (2008-2012)
(MTP2)	—	Second Medium Term Plan (2013-2017)
(MTP3)	—	Third Medium Term Plan (2018-2022)

NCA	—	National Construction Authority
NGOs	—	Non-Governmental Organisations
OVS	—	Orphans and Vulnerable Students
PRC	—	Public Relations and Communication
PRO	—	Public Relations Officer
QMS&PC	—	Quality Management Systems and Performance Contracts
R&D	—	Research and Development
S1	—	Secondary Teacher 1
SA	—	Secondary Teacher Advanced Level
SABE	—	School of Architecture and Built Environment
SAED	—	School of Agriculture and Enterprise Development
SAHS	—	School of Applied Human Sciences
SB	—	School of Business
SCAFMS	—	School of Creative Arts, Film and Media Studies
SE	—	School of Education
SEC	—	School of Economics
SES	—	School of Environmental Studies
SET	—	School of Engineering and Technology
SDGs	—	Sustainable Development Goals
SHS	—	School of Health Sciences
SHSS	—	School of Humanities and Social Sciences
SHTM	—	School of Hospitality and Tourism Management
SMS	—	Short Message Services
SoL	—	School of Law
SPAS	—	School of Pure and Applied Sciences
SSDPS	—	School of Security, Diplomacy and Peace Studies
SSP	—	Self-Sponsored Programmes
STEM	—	Science, Technology, Engineering and Mathematics
STRI	—	Science, Technology and Innovation
SVP	—	Strategic and Vision Plan
SVPA	—	School of Visual and Performing Arts
SWIP	—	Students Work Induction Programme
TF	—	Tutorial Fellow
UASU	—	Universities Academic Staff Union
UFPE	—	Universal Free Primary Education
VC	—	Vice-Chancellor
VCT	—	Voluntary Counselling and Testing



Executive Summary

Kenyatta University in Context

Kenya has undergone tremendous changes since 2003 when the Government of Kenya (GoK) initiated tertiary education reforms. These reforms are spelt out in various documents. For instance, the role of public universities in the National Development Process is clearly spelt-out in the *Sessional Paper No. 1 of 2005*. The Kenya Vision 2030, a long-term development blueprint for the country, also addressed the education reforms since it aims at creating “a globally competitive and prosperous country with a high quality of life by 2030”. The Vision 2030 also aims at transforming Kenya into an industrialized, middle income country providing a high quality of life to all its citizens in a clean and secure environment. Finally, the enactment of the Kenya Constitution 2010, also brought about far reaching reforms in the education sector leading to restructuring of institutions of higher learning.

It is against this background that Kenyatta University has taken steps to transform itself into a world-class teaching, learning and research institution. The University has thus positioned itself to participate fully in the realization of Vision 2030, and become a key player in the attainment of the Sustainable Development Goals (SDGs). Under the Social Pillar of the Kenya Vision 2030, Kenya recognizes that education and training are fundamental to the success of the Vision. In this 2018 revised edition of the Kenyatta University Strategic and Vision Plan (2016-2026), the University undertakes to integrate in its various priority areas the Medium Term Plan (MTP) III of the Kenya Vision 2030 with specific focus on the government’s “Big Four Agenda” on affordable housing, affordable health care, food security and enhancement of manufacturing for employment creation for Kenyans. In the implementation of Kenyatta University Strategic and Vision Plan (2016-2026), the University will continue the transformation process by improving its academic programmes, infrastructure and administrative units for efficient and effective service delivery. The management of the University will continue to be enhanced through divisions, schools, departments, institutes, directorates, centres and units. The University will further operationalise the colleges as stipulated in the Kenyatta University Statutes, 2013.

Rationale for the Preparation of the Strategic and Vision Plan (2016-2026)

The 2016-2026 Plan is building on the gains made in the implementation of the 2005-2015 Plan. The 2016-2026 Plan has taken stock of the achievements realized and challenges encountered during the Strategic and Vision Plan (2005-2015). It also puts in place strategies and activities for addressing the emerging issues in the higher education subsector.

The preparation of this Plan took cognisance of the strengths, weaknesses, opportunities and threats (SWOT) of Kenyatta University. The SWOT analysis of the institution revealed key priority areas that needed to be addressed in the Plan. In addition, a Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis was done to enhance the understanding of the wider issues that Kenyatta University would have to consider during the implementation of this plan. This analysis was done within the context of the Kenya Vision 2030 where national, regional and international issues affecting higher education were considered to ensure that Kenyatta University keeps abreast with these issues, thus making it relevant and competitive.

Contemporary and Emerging Issues

Key national and international issues were taken into account in the preparation of the 2016-2026 Strategic and Vision Plan. These include the Sustainable Development Goals (SDGs), Regional Integration, the Kenya Vision 2030, competition and globalisation, the major role of Science, Technology and Innovation (STI) in national development, among others. The Strategic and Vision Plan outlines how Kenyatta University will respond to these issues.

Development of the 2016-2026 Strategic and Vision Plan Guiding Theme and Principles

Kenyatta University’s 2016-2026 Strategic and Vision Plan is guided by the theme “Transforming Higher Education...Enhancing Lives”. This theme is grounded on the principles of inclusiveness and participation, good governance, equity, environmental consciousness and respect for diversity. All the stakeholders adopted these principles in order to ensure wide ownership of the Plan.

Fundamental Statements

The following fundamental statements are the guiding principles of Kenyatta University:

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

Identity Statement

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

Philosophy Statement

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

Objectives

This plan will be guided by the following objectives of Kenyatta University:

- i) Advancement of knowledge through quality teaching scholarly research and scientific investigations
- ii) Promotion of learning in the student body and society in general
- iii) Support and contribution to the realization of national economic and social development goals
- iv) Promotion of equalization for persons with disabilities, minorities and other marginalized groups.
- v) Promotion of cultural and social life of society
- vi) Dissemination of research findings to the general community
- vii) Facilitation of life- long learning through provision of adult and continuing education
- viii) Fostering of the capacity for independent critical thinking among its students
- ix) Promotion of gender balance and equality of opportunity among students and employees

Underlying Values Guiding the Plan

The values to be enshrined at the institutional and individual levels will enable Kenyatta University staff and students to contribute to the promotion of institutional and national pride, positive behaviour, strong work ethic, and self-reliance, respect for diversity and environmental consciousness. Examples of such cherished values include academic freedom, professional excellence, creativity, innovation, truth, equal opportunity, relevance and moral integrity.

The Strategic and Vision Plan Framework

The development of the Strategic and Vision Plan (2016-2026) Revised (2018) was an all-inclusive process. The participants included internal and external stakeholders, whose input was solicited through intensive and extensive discussions, and market survey. This input has informed the development of this Revised Strategic and Vision Plan.

The Strategic and Vision Plan (2016-2026) Revised (2018) contains the following:

- i) An Introduction, Strategic Goals, Strategic Objectives, Strategies, Activities, Key Targets and Expected Outputs within each priority area.
- ii) The Logical Framework (Log Frame) detailing the Strategic Goals, Strategic Objectives, Strategies, Activities, Performance Indicators and the Time Frame. The Log Frame also shows the University organs and officers responsible for the implementation of the plan, as well as the relevant assumptions.
- iii) A Monitoring and Evaluation (M&E) mechanism detailing the process, evaluation schedule, and the reporting and feedback processes.
- iv) A Financial Model showing the financial implications of the Strategic and Vision Plan, and the strategies to raise the required financial resources.

Key Priority Areas**i) Excellence in Education and Training**

An integral component of the Kenyatta University's Mission is to provide quality education and to promote scholarship. A key objective of the University is to transform learners from being mere consumers of information to producers of knowledge and creators of employment. This objective will be met by revising the curriculum, embracing new modes of teaching and learning, and strengthening the quality assurance processes. The University shall continue to nurture a more committed, efficient and effective staff in order to manage the unfolding reforms in the teaching and learning programmes entailed in the Strategic and Vision Plan. These intervention strategies will yield a Kenyatta University graduate who can think independently, be flexible, self-reliant and innovative. The University will also seek to increase the proportion of post graduate students. Kenyatta University will also continue to pursue its commitment to the principle of equal opportunity.

nity. No deserving person will be discriminated against on the basis of colour, creed, tribe, race, gender, place of origin, disability or political affiliation. Kenyatta University is at the forefront in the implementation of affirmative action for students in disadvantaged regions and those with special needs.

In the Plan period, Kenyatta University will enhance strategies aimed at strengthening the affirmative action policy to include more categories of the disadvantaged. The University will also strengthen the various modes of delivery and seek means of making programmes more affordable in order to enhance access to higher education. In addition, the University will strengthen gender mainstreaming to ensure that opportunities and benefits are equally accessible to both men and women in all its operations.

ii) Research, Innovation and Outreach for Sustainable Development

Research is the engine of development of any nation and is therefore a major component of the Kenyatta University mission. However, inadequate funding has continued to hamper development of research infrastructure and activities, particularly among staff. The University will continue investing heavily in the area of research in terms of capacity building for research and infrastructure to support research activities. During the plan period 2016-2026, Research, Development and Technology will be strengthened through interventions that are founded on sound research ethics and provision of adequate infrastructure and funding. This will enable the University to continue establishing and equipping science laboratories, the science and innovation park among other flagship projects. In addition, improved infrastructure and funding will support academic staff and students to undertake meaningful research. Further, the University shall continue to encourage inter-institutional and multi-disciplinary collaborative consultancies.

iii) Quality Medical Training, Research and Healthcare Provision

During the 2016-2026 plan period, Kenyatta University will produce highly trained and qualified medical professionals who will provide contemporary patient-centred, interdisciplinary and collaborative health care. This is aimed at reducing the burden of disease as well as reversing the global medical tourism from Kenya. The hospital will also provide a platform for research and outreach. This can be realized through undertaking robust biomedical and clinical research. Such a research ensures valid, accurate and reliable generation of knowledge and data that is necessary for decision making as well as transforming health care. The University will realize this through establishing the Centre for Medical Research and Continuing Education (CMRCE). This Centre will put predominant emphasis on biomedical research and clinical trials with a view to creating a seamless continuum between the scientific inquiry and discovery carried out in the University's School of Health Sciences, the care delivered through its health hub, and the broad outreach that measurably impacts the health of our local and global communities. This will ultimately facilitate a "bench to bedside to population" endeavour.

iv) Stakeholders Engagement

Kenyatta University boasts of a diversity of stakeholders who contribute to the institution a diversity of resources. Such resources may be material or non-material. The synergy of these resources results in better organizational performance. A key stakeholder in Kenyatta University is the student body. While contributing to the overall well-being of the institution, the student body is at the same time the primary consumer of the services provided by the University.

Other stakeholders include staff, alumni, development partners, Kenya Government, regulatory, professional and statutory bodies, suppliers, and the community around the University.

During the Strategic and Vision Plan period of 2016-2026, the University will pursue constructive engagement with all its stakeholders. This engagement is meant to bring a sense of ownership of University programmes amongst all stakeholders. The University will seek to engage its stakeholders and meet and even exceed their expectations.

Students are the main stakeholders in the University hence keen interest will be taken of their needs and welfare which is the foundation of sound academic development. Kenyatta University aims at producing an all-rounded student in terms of academics, leadership, moral and spiritual values, desirable conduct, creativity and innovativeness as well as physical and mental health.

v) Corporate Governance and Management

In this plan period, Kenyatta University (KU) will continue to be guided by the principles of good governance, sound management as well as inspirational and transformative leadership, characterized by corporate participation, consensus, accountability, transparency, responsiveness, effectiveness and efficiency, inclusiveness and equity, and respect for the rule of law. These principals are entrenched in the legal and policy frameworks that include the Constitution of Kenya 2010; Kenya Vision 2030 and Mwongozo: Code of Governance for State Corporations 2014; Occupational Safety and Health Act

2007 & 2012; the Security Act Kenya 2014; and Public Health Act 2012 on food, drugs and chemical substances.

In addition, Kenyatta University's integrated marketing and communications (IMC) plan will provide the road-map for innovative and holistic approach to internal/and external promotion strategy designed to strengthen a sense of ownership and enhance corporate image. During this plan period, KU will also refocus and enhance its corporate social responsibility (CSR) based on clearly-defined activities within and outside its physical environments, thus sustaining its mandate of transforming higher education for the wellbeing of humanity. KU will implement strategies that enhance security within the workplace, work/occupational safety and health, incident and accident prevention and the control of risks in the University working environment.

vi) Strategic Institutional Resources

To enable the university realize its goals, the human, financial, technical facilities and all other necessary resources have to be adequate and up to date. The university will put in place measures to assess the level of, and efficient utilization of institutional resources required, to support the university's goals, mission and vision. Strategies to ensure adequacy and efficiency of all resources will be developed or reviewed and followed.

a) Human Resource Development

The University is committed to attracting, retaining and developing a community of talented and diverse individuals in support of the realization of its excellence agenda. With focus shifting from Millennium Development Goals to Sustainable Development Goals, the University will be aligning its human resources to contribute towards the realization of these goals. The University will aim to have a work force that will ensure inclusive and equitable quality education and promote lifelong learning opportunities for all for achievement of sustainable development. One of the major challenges facing the University is recruitment and retention of qualified staff. As such some of the human resource development and management concerns that require to continue being addressed in the Plan Period include recruitment, promotion and retention of high calibre staff; remuneration policies; training and development; labour relations; and employee welfare. The appraisal and promotion system requires regular review. In addition, the University requires a comprehensive staff development policy to address staff training needs. The presence of such a policy will help address the issues related to workload, the staff-student ratio, and efficient service delivery by non-teaching staff.

b) Information Communication Technology

ICT is recognized as one of the key enablers for the University to provide quality education and essential services so as to successfully respond to the challenges facing the University currently and over the coming years. Kenyatta University is increasingly using ICT not only for education, training and research but also in reducing the costs and improving the efficiency of administration.

The University recognizes ICT as a prime mover and driver in stimulating creativity and innovation in education, training, and research and community service. The university has therefore developed this ICT Strategic plan taking cognizance of the changes in the operating environment. The strategic plan will guide the University as it invests in a strong ICT base, which will continue to support management, teaching, learning, research and community service.

The implementation of this Strategic Plan will prepare the University to achieve the maximum benefit from information technology innovations, increasing research capability, enhancing teaching and learning, and delivering efficiencies in support of administrative functions. It puts in place infrastructure to enable all staff and students to communicate effectively, share information securely, and collaborate locally and globally. Collaboration and partnership are central to the Strategic Plan, because they will enable the development of a stronger IT organization that supports delivery of services end-to-end, and is able to respond effectively to the evolving technology landscape.

The combination of these features results in an improved student and academic digital experience in an internationally leading University.

c) Physical Infrastructure and Facilities

Kenyatta University endeavours to provide a modern, efficient and invigorating working and learning environment to sustain world-class academic and support activities. High-quality and adequate infrastructure is key to enabling Kenyatta University achieve its strategic goals. The natural surroundings

and existing built environment are key assets that should be maintained, enhanced and preserved. At the same time, facilities must be allowed to grow and evolve as necessary to support the university's growth as well as its mission and vision.

The University, over the last strategic plan period actualized various projects on the main Campus as well as on Satellite and Offshore Campuses. These included academic buildings, office blocks, staff accommodation, student accommodation, recreational facilities as well as revenue generation projects.

In the 2016-2026 planning period, the University will seek to utilize the existing infrastructure optimally as well as develop a comprehensive maintenance policy to ensure that the facilities are in good condition for use.

vii) Resource Mobilization and Financial Sustainability

Various national economic challenges have led to a reduction in the allocation of government funding to the University. Government allocation, therefore, is no longer adequate to meet the financial needs of the University in critical areas such as salaries, pensions, research operations and maintenance.

The University must, therefore, face the challenge of fundraising in order to improve its financial base. The University will make deliberate efforts to attract, solicit and generate financial support from various sources in order to ensure efficient and effective service delivery. Kenyatta University will particularly explore alternative sources of generating funds to run the University. An important fundraising strategy to be put in place is to enhance the Endowment and Trust Fund consolidated from contributions and donations from philanthropists and well-wishers. Other strategies include implementation of the *unit cost* as a basis of charging fees. Such measures will ensure that the University achieves a stable and sustainable financial status.

viii) Monitoring and Evaluation

Monitoring and Evaluation (M&E) are key components in the implementation of a Strategic and Vision Plan. These will require identifying performance indicators, setting benchmarks, and applying various quantitative and qualitative methods of collecting and analysing data. Monitoring and Evaluation will be undertaken in all the priority areas at all levels as specified in the Plan.



Background Information, Context and Fundamental Statements

1

1.1 Historical Background

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 a college known as Kenyatta College. It offered Secondary and Teacher Training Education leading to the award of Secondary Teacher 1 (S1) and Secondary Teacher Advanced Level (SA) certificates. Following an *Act of Parliament* in 1970, Kenyatta College became a constituent college of the University of Nairobi (UoN) and its name changed to Kenyatta University College (KUC). The institution admitted its first batch of 200 students in 1972 to pursue studies leading to the award of Bachelor of Education (BEd) degree of the University of Nairobi. By 1975, the Teacher Training Education Programmes, S1 and SA, were phased out to give way to the Bachelor of Education degree programme and a two-year Undergraduate Diploma in Education.

In July 1978, the Faculty of Education of the University of Nairobi was transferred to Kenyatta University College. This made the institution the only one in the country training teachers at both the undergraduate and postgraduate levels at the time. Kenyatta University College achieved full-scale University status on August 23, 1985, when its Act received Presidential approval. The Act became operational on September 1, 1985. Kenyatta University was inaugurated in December 1985 with three faculties namely; Education, Science and Arts. Soon after, Jomo Kenyatta University College of Agriculture and Technology became a constituent college of Kenyatta university and in 1998, became a fully-fledged university, Jomo Kenyatta University of Agriculture and Technology (JKUAT). In 2007, Pwani University was established as a constituent College of Kenyatta University and grew to become a fully-fledged university in January 2013. Machakos University College established in 2009 is currently a fully-fledged university. In 2013, Kenyatta University was granted a Charter in accordance with the provisions of Section 19 of the Universities Act 2012 which governs the establishment of all universities in Kenya. Before then, each university had its own act.

In 2002, the University reorganized the then faculties into three schools. In 2005, the number of Schools increased to seven. In 2017, the number of schools had increased to nineteen as follows:

- i. School of Agriculture and Enterprise Development (SAED)
- ii. School of Architecture and the Built Environment (SABE)
- iii. School of Business (SB)
- iv. School of Creative and Performing Arts, Film and Media Studies (SCPAFMS)
- v. School of Economics (SEC)
- vi. School of Education (SE)
- vii. School of Engineering & Technology (SET)
- viii. School of Environmental Studies (SES)
- ix. School of Hospitality, Tourism and Leisure Studies (SHTLS)
- x. School of Humanities and Social Sciences (SHSS)
- xi. School of Law (SL)
- xii. School of Medicine (SM)
- xiii. School of Nursing Sciences (SNS)
- xiv. School of Pharmacy (SoP)
- xv. School of Public Health and Applied Human Sciences (SPHAS)
- xvi. School of Pure and Applied Sciences (SPAS)
- xvii. School of Security, Diplomacy and Peace Studies (SSDPS)
- xviii. Digital School of Virtual and Online Learning (DSVOL)
- xix. Graduate School (GS)

1.2 Emerging Issues Globalization of Higher education

Globalization involves free movement of goods and services as well as capital around the world. This has been made possible through (a) affordable and rapid air travel, (b) decreased restrictions on visa issuance, and (c) cheap and rapid mass communication through electronic media and the internet. The implications of globalization are that national boundaries are no longer barriers to access to university education as a tradable commodity. Students cross borders in search of quality education at a price they can afford. Students can also register in far distant universities and take courses offered through the internet (e-Learning) from anywhere in the world. During the 2016-2026 plan period, Kenyatta University will be alive to the challenges and opportunities of globalization to ensure that it attracts students by offering quality university education and enhancing its systems to meet global standards.

Neighbouring countries have expanded their university education facilities, thus attracting many Kenyan students. Many qualified students miss out on places in Kenyan universities and choose to pursue university education in neighbouring countries at great cost to their families and to Kenya in terms of drain on foreign currency reserves. Kenyan universities need to rise to the challenge and take steps to retain Kenyan students.

The East African economic and political integration which is being implemented in phases will create opportunities for the University to exploit. First, the East African Community presently comprising of Tanzania, Uganda, Kenya, Rwanda, Burundi and South Sudan provides an expanded market for labour, goods and services. The geographical target for employment of the University graduates becomes expanded. Secondly, there will be free movement of people, skills and goods, a factor that will impact on planning of programmes and outreach services. Thirdly, given the differences in quality of educational provision in member countries, a need will be created for cross-border provision of higher education. Arising from the free movement of students in the community, a challenge that will be faced is the harmonization of the diverse educational systems offered in the different member countries. In this plan period, Kenyatta University will spread its wings and tap students from the Eastern Africa region and beyond. Kenyatta University will put in place various strategies to overcome the challenges in order to take advantage of the opportunities that the expanding East African Community will offer.

Sustainable Development Goals (SDGs) and University Education

The Sustainable Development Goals (SDGs) also known as “*Transforming our World: the 2030 Agenda for Sustainable Development*” and consisting of 17 goals were adopted by the United Nations General Assembly in September 2015. Kenyatta University is committed to aligning her programmes and activities to make them contribute to the realization of the SDGs. This will mainly be done through enhanced research, training as well as through its corporate social responsibility functions geared towards addressing each of the 17 SDGs.

Kenya Vision 2030 and University Education

The Kenya Vision 2030 is the long-term development blueprint for the country. Published in 2008, the aim of Kenya Vision 2030 is to create “a globally competitive and prosperous country with a high quality of life by 2030. It aims to transform Kenya into “a newly-industrialized, middle-income country” providing a high quality of life to all its citizens in a clean and secure environment.

The Vision is anchored on three key pillars: economic, social, and political.

- i. Economic Pillar: aims to achieve an average economic growth rate of 10 per cent per annum and sustaining the same till 2030 in order to generate more resources to meet the MDGs, SDGs and the vision goals.
- ii. Social Pillar: Seeks to create a just, cohesive and equitable social development in a clean and secure environment.
- iii. Political Pillar: aims to realize an issue-based, people-centred, result-oriented and accountable democratic system.

The Vision 2030 envisages the attainment of a globally competitive quality education, training and research standard for sustainable development. The Vision is implemented through a series of successive 5 year medium term phases/plans referred to as the Medium Term Plan.

First Medium Term Plan (MTP1) 2008-2012

This phase took place in the 2008-2012 period. It identified the key policy actions and reforms as well as programmes and projects that the Grand Coalition Government was to implement in the period 2008 - 2012. The overall objective of this plan was to realize a higher and sustainable growth of the economy in a more equitable environment, accompanied by increased employment opportunities. During this phase key achievements in the social pillar included: enrolment in early childhood education increased by 40 % from 1.72 million in 2008 to 2.4 million; transition rate from primary to secondary education increased from 64 % in 2008 to 77 %; while the number of students enrolled in university education increased by 103 % from 118,239 in 2008 to 240,551.

Second Medium Term Plan (MTP2) 2013-2017

The Second Medium Term Plan (MTP2) identified key policy actions, reforms, programmes and projects that the Government was to implement in the 2013-2017 period. The theme of this MTP was “Transforming Kenya: Pathway to Devolution, Socio-Economic Development, Equity and National Unity.” Notable achievements in the social pillar were: the increase in Early Childhood education (ECD) enrolment by 12 % from 2.85 million in 2013 to 3.2 million in 2015; increase in primary school enrolment from 9.86 million to 10.1 million between 2013 and 2016; enrolment in secondary schools

increased by 19 % from 2.1 million to 2.6 million; Enrolment in TVET institutions increased by 4.6% from 136,034 in 2013 to 144,248 in 2016; while enrolment in public TVET institutions increased by 0.5 % from 64,465 in 2013 to 64,783 in 2015. Overall, university student enrolment rose from 251,196 in 2012/13 to 512,924 in 2015/16, representing an increase of 104 %.

Third Medium Term Plan (MTP3) 2018-2022

The third phase of Kenya Vision 2030 will be implemented through the Third Medium Term Plan (MTP 2018-2022). MTP3 succeeds the Second MTP 2013-2017. Like MTP1 and MTP2, it will be guided by Kenya Vision 2030 - the country's long term development strategy. It will also be guided by the constitution of Kenya as well as the Big Four Agenda. This phase is based on the government's appreciation of the fact that for Kenya to accelerate the achievement of our Vision 2030 aspiration, there must be a new approach to medium-term planning to focus on those issues that would have the greatest impact on the well-being of the people. The Kenya Government has therefore anchored the MTP3 on the Big Four Agenda premised on: food security, affordable housing, manufacturing and affordable healthcare for all.

Big Four Agenda

The 'Big Four', is a promise that the government has committed to deliver between 2018 and 2022. This promise is geared to guide the development agenda of the country in the period 2018-2022. It focuses on key basic needs that are critical in uplifting the standard of living of Kenyans on the path to becoming an upper middle-income country by 2030. Prioritized are affordable and decent housing, affordable healthcare, food and nutritional security, and employment creation through manufacturing. These four areas are expected to bolster strong inclusive economic growth. In the current plan period Kenyatta University will anchor its priorities on the Big Four, to ensure that it facilitates the realization of the anticipated national development agenda.

As a research, innovation as well as an entrepreneurial University, Kenyatta University will adapt its research priorities so that the outputs can enhance realization of the big four. In particular, through its School of Agriculture and Enterprise Development, the University will endeavour to produce agricultural experts who can facilitate transformation of the small scale holder farmers who form the bulk of the food producers in Kenya. Through the Kenyatta University Hospital, the University will roll out preventive health care for both communicable and non-communicable diseases to its target population.

The University Hospital will do this by reaching out to the communities with innovative, research-oriented solutions through utilizing its highly trained human resource as well as international collaborations. On industrialization, the University, through its school of Engineering and Technology as well as School of Architecture and Built Environment, will revise its programmes and research priorities to come up with innovative ways of production of cheap but durable materials for housing and equally come up with alternative ways of improving our rail and road network. This will not only enhance development in industrialization but also reduce traffic on our roads. Further, all the other schools, institutes and departments will revise and review their programmes in line with the Big Agenda Four.

Increased demand for higher education

Free Primary Education (2003) and Subsidized Secondary Education (2008) are expected to increase enrolment and demand for higher education in Kenya considerably. There is also a general increase in the number of professionals and mature students seeking higher education. This has been occasioned by:

- Liberalization of university education and new modes of delivery
- Globalization
- Increased need to improve skills and retooling
- Organizations' staff capacity enhancement programmes
- Value for university education in society
- Self-actualization

Consequently, the Public universities have expanded their capacities through establishment of constituent colleges and campuses, new programmes, embracing modern modes of delivery, and improvement of facilities.

There has also been an increase in the number of private universities across the country, thus creating a challenge in satisfying the human resource need for the increased number of universities in the country. Compounding the challenge further, there has been a serious problem of brain drain where qualified persons seek employment outside the country. In addition, qualified staff are leaving the university to work in the private sector while others continue oscillating from one university to

another and consulting for the private sector thus compromising quality. There is also the problem of overworked staff where the workload and the student-staff ratio are not in line with the guidelines by the Commission for University Education (CUE). Hence, attracting and retaining qualified staff to meet the needs of the universities has remained a challenge.

Access and Equity in Higher Education

In consistence with the SDGs and the Kenya Vision 2030, the Government introduced Universal Free Primary Education (UFPE) and Subsidized Secondary Education (SSE). The number of students enrolling in tertiary educational institutions has therefore increased substantially. Kenyatta University plans to increase student enrolment during the current plan by 10% through provision of adequate human resources and physical infrastructure. In addition, the University will diversify and strengthen platforms of education delivery in order to enhance access to higher education. Kenyatta University is committed to the principle of equal opportunity that reflects national diversity on issues touching on gender, geographical disparities and socio-economic differences among various categories of communities not yet reached by university education. No deserving person will be discriminated against on the basis of colour, creed, tribe, race, gender, place of origin, disability or political affiliation. The University will be at the forefront in instituting affirmative action for students in disadvantaged regions and those with special needs.

Affirmative Action

There have been remarkable gender disparities in all sectors of the public and private sectors in terms of appointments and access to higher education as well as low admission of students from marginalized areas. The national Gender and Affirmative Action Policy, effected in February 2007, seeks to address issues like the distribution of males and females in the public sector to be 30%. In the year 2008, Kenyatta University launched its Gender and Affirmative Action Policy.

Quality and Relevance

As the Government continues to address the issue of increased access within the educational reform programmes, there is increasing concern about the relevance and quality of university education and research. The issue at hand is "Education for What?" As we address the greater access to higher education, we need to be concerned with the quality of our graduates and relevance of programmes. Quality encompasses all facets of quality of learners admitted into universities, programmes offered, academic staff, facilities and infrastructure and eventually, the social stature of the alumni. Kenyatta University will ensure quality both internally and externally.

By liaising with the job market, Kenyatta University will develop the capacity to forecast the skills needed to make their graduates both competent and relevant to the societies beyond the walls of the university. To improve the quality of graduates, the University will establish graduate tracer studies to be conducted every five years with a view to informing its curriculum improvement.

In the Plan period, the question of quality and relevance of higher education will be key in the planning and development of academic programmes offered at Kenyatta University.

Trade Unions in Universities

The existence of trade unions continues to put university management in a difficult position with regard to union demands for improved remuneration. Trade unions operating in the universities include Kenya Universities Staff Union (KUSU), Universities Academic Staff Union (UASU), and the Kenya Union of Domestic Hotels and Educational Institutions, Hospitals and Allied Workers Association (KUDHEIHA). The presence of these trade unions has necessitated re-adjustments in the management of the University in order to adequately address the day-to-day issues of staff welfare. Kenyatta University recognizes the existence of the trade unions and negotiates Collective Bargaining Agreements (CBAs) that are mutually acceptable.

Burden of Disease

Diseases, both emerging and re-emerging, among them Cancer, Malaria, TB, Cholera, HIV/AIDS pandemic have become a major challenge facing, not only universities, but the society at large. The HIV/AIDS scourge has had a negative impact on Kenya's education sector through loss of students and staff. Kenyatta University is facing the burden of footing high medical bills attributable to these diseases. Another consequence is absenteeism from duty, which leads to poor performance and low output.

Kenyatta University is implementing its HIV/AIDS Policy to help in planning and dealing with the effects of the pandemic. The University has continued to partner with other organisations such as I-Choose-Life, the National Aids Control Council of Kenya (NACC – Kenya), and the Association of African Universities (AAU) to address the problem. The challenge for the University is to determine the magnitude of the pandemic among the staff and students in order to provide preventive interventions, as well as counselling and management of those infected and affected.

Political and Social-Economic issues

Political issues emanating from national events like the general elections, conflicts among communities, constitutional reforms, and human rights, long standing issues on land reforms can impact negatively on the smooth running of the University programmes. Kenyan youth have a higher dependency rate compared to comparable countries, which is attributed to unemployment, limited skills, and lack of resources and opportunities.

Poverty, youth unemployment, high inflation and fluctuations in economic indicators impact negatively on demand for education and government funding to the education sector. In addition, high inflation affects staff and students' purchasing power and impacts negatively on their welfare.

Performance-based management

Following the Kenya Gazette Supplement No.53 of 10th August 2004, Legal Notice No.93 of the State Corporations Act, the Government developed State Corporations (Performance Contracts) Regulations. A Performance Contract is an agreement entered into between the Government and a State Corporation, whereas Performance Evaluation means the assessment of extent of achievement of agreed targets. In this contract, Kenyatta University is expected to comply with the regulations and base all its appointments and promotions on performance.

Support for higher education

Government expenditure on universities has not matched the increase in student enrolment despite the fact that the education sector consumes the highest share of government budget. This affects financial planning by public universities. Therefore, public universities have been compelled to diversify and enhance their sources of funding to supplement government funding.

1.3 Fundamental Statements

The following fundamental statements are the guiding principles of Kenyatta University:

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

Identity Statement

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

Philosophy Statement

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

Objectives

This plan will be guided by the following objectives of Kenyatta University:

- (i) Advancement of knowledge including life- long learning through quality teaching, scholarly research and scientific investigations
- (ii) Support and contribution to the realization of national economic and social-cultural development goals
- (iii) Education, training and re-training of higher level of professional, technical and management personnel
- (iv) Promotion of equalization for persons with disabilities, minorities and other marginalized groups
- (v) Dissemination of the research findings to the general community
- (vi) Fostering of capacity for critical thinking, innovation and communication among its students
- (vii) Promotion of gender balance and equality of opportunity among students and employees

Guiding Principles

Kenyatta University's Strategic and Vision plan (2016-2026) whose theme is committed to "Transforming Higher Education, Enhancing lives" is grounded on the principles of inclusiveness, good corporate governance, democracy and equal opportunity as well as upholding human rights and environmental consciousness. The guiding principles are

- i. **Good Corporate Governance:** Kenyatta University will enhance efficient and effective business principles. The University will enhance the corporate culture in the management of resources and in all decision-making processes.
- ii. **Academic Freedom:** Kenyatta University is a community of enquirers where intellectual liberty to pursue truth to its logical conclusion is upheld. The institution is committed to the enhancement of academic freedom.
- iii. **Respect for diversity:** Kenyatta University recognises, respects and encourages diversities emanating from religion, race, culture, gender, ethnicity, politics and ideology, among others, as guided by the Kenyan law.
- iv. **Democratisation:** This will be enhanced through inclusive participation in decision-making and management. The principles of responsibility, accountability and academic freedom will be promoted at all levels.
- v. **Excellence:** Kenyatta University is determined to produce all-round graduates capable of making positive contribution to society.
- vi. **Creativity:** To cope with the constant change and challenges, the University will continue to cultivate creativity among staff and students. Creative people are flexible, adaptable and imaginative in anticipating and responding to situations as they unfold.
- vii. **Self-Reliance:** The University will continue to ensure that its graduates are well-grounded individuals who are independent thinkers, workers, job creators in line with Vision 2030. In addition, the University will continue to enhance an independent financial base, as well as build a strong, innovative and well-motivated workforce.
- viii. **Innovation:** The heart of innovation is continuous renewal and betterment of existing situations. Innovation remains a key driver for institutional competitiveness and service. Kenyatta University will continue to use innovative approaches in teaching and learning, so as to transform learners into creative thinkers
- ix. **Relevance:** Kenyatta University is determined to make its academic programmes relevant. The aim is to remain responsive to local, regional and global challenges and to play a significant role in national development, with specific reference to the SDGs and Vision 2030 targets.
- x. **Equal Opportunity:** Kenyatta University will remain an equal opportunity institution where all persons are regarded equally in terms of student admission, resource allocation, staff-recruitment and promotion.

Our Core Values

The values to be enshrined and inculcated at the institutional and individual levels, respectively, will enable Kenyatta University community contribute to the promotion of institutional and national pride, positive behaviour and a strong work ethic and attitudes.

- (i) **Truth:** Kenyatta University will continue to encourage freedom of thought and expression of opinion. Intellectual and moral commitment to the pursuit of truth will continue to guide research, dissemination of knowledge and interpersonal relationships, both locally and internationally.
- (ii) **Professionalism:** Kenyatta University will enhance professionalism at all levels of its operations.
- (iii) **Moral Integrity:** Kenyatta University will strive to enhance interpersonal relations among staff and students. The key values that the institution will strengthen include *integrity, honesty, tolerance and mutual respect*.
- (iv) **Institutional Culture:** To distinguish itself as a world-class institution, Kenyatta University will

enhance a culture in which staff and students are responsibly self-driven as a consequence of internalising self-prescribed institutional values.

- (v) **Competitiveness:** Kenyatta University aspiration remains to be a University of choice in terms of attracting quality staff, students and financial support.



2.1 Introduction

This chapter in a summative way draws from the 2005-2015 strategic and vision plan to construct and analyse growth trends and emerging strengths, weakness, opportunities and threats capturing the mileage made by the University. The section takes cognisance of the great strides made by the University in the last plan period whereby projected growth was surpassed and all key growth milestones achieved.

2.2 Situational Analysis (Strengths, Weaknesses, Opportunities and Threats (SWOT)

The following is a comprehensive review of the external and internal situations of Kenyatta University using the Strengths, Weaknesses, Opportunities and Threats (SWOT) approach. The analysis provides a framework for anchoring the key priority areas and the strategies of this strategic plan.

Strengths

- i) A strong and well-known brand associated with efficiency and excellence in education service delivery
- ii) Vibrant partnerships with international academia, universities (both local and international), agencies and corporations
- iii) Well qualified, competent and experienced academic and support staff
- iv) Accreditation by the regulatory agencies
- v) Strong national and regional presence
- vi) Modern and well equipped infrastructure to support university mandate
- vii) Modern and reliable Information and Communications Technology (ICT) infrastructure
- viii) A conducive work environment
- ix) A multi-cultural and multi-ethnic staff and student body
- x) Host to international centres of excellence such as ACTIL and YALI
- xi) Competitive and highly attractive academic programmes
- xii) Varied modes of study and flexible admission system
- xiii) A centre of excellence in graduate teacher training
- xiv) Located in an accessible peri-urban and serene environment
- xv) Growing diversity in foreign language courses on offer such as German, French, Chinese, Portuguese, Spanish and Japanese supporting internalization of programmes
- xvi) Excellent infrastructure and strong support for students and staff with special needs
- xvii) Wide and powerful reach beyond its campuses through radio, television and publishing press
- xviii) Strong emphasis on innovation and business incubation through the Chandaria BIIC
- xix) Opportunities for greater innovations, commercialization of research findings and patents through the CIIB and the Industrial Park
- xx) Certification to international standards e.g. ISO 9001:2008
- xxi) Sport Village for 2017 under-18 championships

Weaknesses

- i) Inadequate funding for research and training
- ii) Inadequate physical facilities and equipment to support teaching and learning
- iii) Inadequate Information and Communications Technology (ICT) infrastructure to support teaching, learning, research and general administration
- iv) High staff turnover
- v) Inadequate budgetary allocation for staff development

Opportunities

- i) Increasing demand for higher education
- ii) Potential to broaden our partnerships given the current increased interest in Kenya by international communities
- iii) Devolution and interest by County Governments to partner with Kenyatta University
- iv) Establishment of the National Research Fund (NRF)
- v) External funding for competitive programmes and research projects through the Big Four Agenda and other international initiatives
- vi) Potential to strengthen the KU Foundation, Endowment and Trust Funds

Threats

- i) Inadequate funding for research and training
- ii) Political interference
- iii) Regionalism and ethnicity
- iv) Competition from both local and international public and private universities offering similar programmes
- v) Increasing insecurity
- vi) Declining government capitation
- vii) Brain drain
- viii) Changing collaborators' priorities
- ix) Occasional disruption of University operations
- x) Government regulated fees structure

2.3 The Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

The seven key elements of the operating environment are used to enable an appreciation of how the external environment around Kenyatta University is changing and implications for its operations, core mandate and service delivery including how the University can optimize the opportunities arising from the environment and minimize the attendant risks. The analysis also assists in the determination of how the resources and capabilities within the University can be utilized to contribute to its success and to identify the strategic issues facing the University.

Political

In 2010, Kenya promulgated a new constitution creating a new dispensation characterized by greater participation of the people in governance and development. The current **constitution** is anchored on the principles of devolution of services, human rights, accountability and ethical governance. Specifically, **Articles 174, 175, 176, 189 and Schedule 4** of the Constitution provide for devolution of services to county governments, increased equity, access, quality and inclusiveness of special groups such as minorities and marginalized groups. **Devolution** of services to county level will include university education as well and universities will increasingly be expected to respond to societal needs at both national and county levels. Further, with the government's priority that focuses on the Big Four Agenda, Kenyatta University will increasingly align its growth with the political goals of the nation, adhere to legal directives, support and practice respect for human rights, involve participation of stakeholders in decision making, and promote national values among the University community and between the University community and the outside world.

Economic

Kenya's GDP growth grew by 5.6% in 2010 and remained robust up to 2013 at 5.7%. However, in 2014 growth slowed down to 4.4%, 5.8% and 5.5% in the first three quarters of the year compared with 6.4%, 7.2% and 6.2% in comparable quarters of 2013. The real GDP per capita growth was 2.6%, Consumer price index (CPI) inflation was 7%, while the total Budget Balance per GDP was -8%. Overall, the growth of the economy as reported by the Central Bank of Kenya was facilitated by expansion in manufacturing, infrastructure, whole sale and retail, finance and insurance (CBK, 2014). In the second quarter of 2014, the economy slowed down due to sharp drop in tourism caused by terrorist attacks. Overall GDP growth is expected to amount to 6.5% and 6.3% in 2015 and 2016, respectively. Consumer price index (CPI) inflation is expected to remain in the single digits, at around 5%, during the same period. Kenya continues to strive towards achieving global growth targets and has a reporting mechanism in place for various policy milestones. In line with the Sustainable Development goals, the country will be expected to address itself to the three-tier level goals which center on ending poverty, protecting the planet and ensuring prosperity for all. On the 1st tier, Kenya will address poverty, hunger and promote health, education, gender equality and water and sanitation. Secondly, the country will need to address energy, economic growth, infrastructure and industrialization, inequality, cities and sustainable consumption and production. Lastly are the issues of climate change, oceans, bio-diversity, forests and desertification, peace and justice as well as partnerships.

Importantly, greater economic growth leads to more investment in education by the populace, demand for graduates in the job market and hence greater enrolment. Poor economic growth leads to reduction in government capitation which adversely affects Universities leading to low investment in human resource and supporting infrastructure, low staff remuneration and therefore non-competitiveness, low productivity and low research capacity. It is important to note that Kenya's development is guided

by the Vision 2030 whose overarching vision is to make Kenya “a newly industrialized middle-income country, providing high quality life for all its citizens, by the year 2030”. In this vision, Universities will be expected to play a more central role in building a knowledge-based and innovative economy with a well-qualified pool of trained human resource to deal with current challenges of development. Kenyatta University will ensure efficiency, accessible, equitable, and relevant and quality training to sustain a knowledge-based economy that is internationally competitive. In order to ensure continued and sustainable service delivery, the University will continually engage in resource mobilization and diversification of its sources of funding.

Socio-Cultural

Kenya's population is approximately 40 million with the youth age group of 18-35 years accounting for approximately 30 per cent. The young population is an indicator of ample market for education services including University education. However, this is compromised by high youth unemployment coupled by high levels of poverty and low level of savings among the populace making university education unachievable for most especially those not sponsored by the government. Unemployment levels are relatively high with the working-age population (persons aged 15-64 years) in Kenya being about 19.8 million persons while the labour force participation rate is 73%. Youth (persons aged 15-24) unemployment rate (25%) is relatively high when compared with the overall unemployment rate of 12.7%. In addition, other related social ills affecting the society such as disease burden, high dependency, crime and drug and substance abuse will continue to compromise access, equity, output and application of knowledge for societal use. In addition, cultural beliefs such as preference for male children, female genital mutilation and early marriage of girls continue to contribute to inequality in education. The threat of negative ethnicity and corruption also compromises access and quality. These social issues impact on the ability of Kenyatta University to deliver quality service to all Kenyans. To cope with the social ills that threaten participation in University education, the University will continue to put in place special intervention mechanisms such as mentoring, pastoral care and counselling. In order to deal with social-cultural challenges affecting equity and access, the University will continually foster a culture of equality and endeavour to reach as many as those seeking education through special programmes such as bursaries and scholarships, gender and affirmative policy, promotion of diversity and cultural strengths and disability programmes.

Technological

Kenya is experiencing the same rapid technological advancements as the rest of the world. Technological innovations particularly in the ICT field continue to evolve and spread rapidly. Technology is the driver of knowledge and skill development demanded by the global as well as the national economy. ICT is recognized as an impetus towards the achievement of the Vision 2030 and its growth and access will determine among others the quality, relevance, reach and methods used in education. Vision 2030 recognizes the role of science innovation and technology in a modern economy. The adoption of technology is driven by both external and internal need to access information and remain competitive. The public sector is continually transforming to be ICT dependent in its service delivery. This means that infrastructure and skills for the sector have to continually be developed in order to cope with these demands.

At the same time, the potential for increasing access to education through E-learning and online learning is heavily dependent on digital technology. E-learning can be used to address the education challenges of access, quality, relevance and equity. For e-learning to effectively address these challenges, investments in hardware devices, infrastructure and broadband connectivity, as well as curriculum and assessment reform and teacher professional development must be implemented. In addition, the country continues to promote technological advancements in bio-medical, bio-technology, agriculture, energy and environmental protection. Kenyatta University recognizes the great role vested on universities to drive science, innovations and adaptations of modern technologies while deliberately enhancing orientation to science and technology by students, raising participation of girls in science-based courses at the University, revising the curricula to include more science and technology-based programmes. The University will continue to invest in the Chandaria Innovation and Incubation centre, to increase research funding, foster more links with industry and to establish science and techno-parks to translate research findings into marketable products.

Further, the University will endeavour to utilize the national research fund which is currently provided at the rate of 2% of annual national budget to conduct more research for technological and innovation purposes in line with the aims of the National Commission of Science, Technology and Innovation (NACOSTI).

Environmental Context

One of the national goals of education is promote positive attitudes towards good health and environmental protection. Vision 2030 proposes a blue print for Kenya's development and also makes provision for the conservation of the environment under the social pillar. Hence, as society develops to continually embrace Science, Technology and Innovation (ST&I), there is need to consciously conserve, sustain and exploit the environment for sustainable development. Though Kenya is faced with myriad environmental challenges, the policy framework for environmental conservation is a rich one. Environmental challenges emanate from pursuits of industrial growth and agriculture coupled with the need to provide energy resources to a growing population and rapid urbanization.

The challenge hinges on how the country can lower pollution, increase green spaces and conserve bio-diversity. In order to regulate the use of the environment, Kenya is a signatory to various environmental pacts including the Montreal and Basel Protocols, the Stockholm Convention, Kyoto protocols and CITIES. Notably, Kenya boasts of being the headquarters of the United Nations Environmental Programme. In addition, Kenya has an Environment Management and Coordination Act (EMCA, 1999) established National Environmental Management Authority (NEMA) to coordinate and manage the environment in Kenya.

In line with the country's commitment to sustainable development and environmental conservation ideals, Kenyatta University will endeavour to promote good environmental practices while upholding proper waste and pollution management ideals. The university will also strive to acquire the ISO-140001 environmental standard and to develop alternative and energy conserving mechanisms for use. The University will aim to reduce, reuse and recycle and continually build capacity for environmental governance and management. Use of bio-resources, harvesting of rainwater and treatment of wastewater, exploitation of solar energy resources and tree planting will remain priority areas. The University will continually explore opportunities for minimizing waste and upgrading the environment.

Legal

The Constitution of Kenya (2010) provides for a number of education-related provisions which are anchored on the Bill of Rights. It guarantees the Right to Education for everyone under Article 43; Article 55 provides for youth entitlement and access to relevant education and training, access to employment and protection from harmful cultural practices and exploitation. The education sector, like other sectors, is also governed by Articles 201(a), (d), and (e), 226, and 227 on Public Finance, transparency, accountability and appropriate governance and also Chapter 13 and its articles on the Public Service provides for the values and principles of public service. The provisions made in the Constitution are consistent with the international education commitments and other international conventions to which Kenya is a signatory. These policy frameworks regulating education include Education for All (EFA) and Sustainable Development Goals (2015) that advocate for improving levels of access, retention, equity, quality, relevance, and the overall efficiency of the education sector.

Under the Constitution, education and training in Kenya is governed and managed under a two-tier government: the National Government; and the County Governments; and is structured as basic education, TVET and University education. According to the Sessional paper Number 14 of 2012 on Reforming Education and Training Sectors in Kenya, the objectives of University Education are to promote socio-economic development in line with the country's development agenda; achieve manpower development and skills acquisition; promote the discovery, storage and dissemination of knowledge; encourage research, innovation and application of innovation to development; and contribute to community service.

Currently, Kenya has 39 chartered Universities whereby 22 are public while 17 are private. In addition there are 14 constituent colleges of chartered universities and 13 universities operating under letters of interim authority. Each of the Chartered Universities has an Act of Parliament establishing them, and separate Charters. Universities are also governed by the Commission for University Education (CUE) established in 2012 by a separate Act of Parliament as an external quality assurance body for university education and training. CUE's has an expanded mandate of quality assurance and has drawn several standards and regulations for QA across the Universities. A separate body Higher Education Loans Board (HELB) is the agency responsible for university loans and bursaries.

Kenyatta University will continually be governed in accordance to the constitution of Kenya, the laws of the land and the University's Act and Statutes. It will also continue to respect the rule of law in all its operations.

Further, the University will continue to foster partnerships with both local and international University associations to benchmark its practices with the best around the world. The University will nurture and continually renew membership with the Association of African Universities (AAU), the East Africa Council of Universities, the Association of Commonwealth Universities among others. In addition, in order to ensure continued improvement, the University will continually participate in the ranking exercise such as that conducted by WEBOMETRIC in order to measure its performance against others in the global, regional and national landscape.

2.4 Stakeholder's Analysis

Stakeholders may be categorized, on the basis of location, into internal and external. Internal stakeholders include those inside an organization. These include students and employees. On the other hand, external stakeholders are based outside the organization, but have implications for survival of the organization. These usually include customers, suppliers, government agencies, development partners, local communities, alumni, external examiners and trade unions.

A survey conducted at the end of the last plan period among stakeholders indicated that the University is on a positive growth path in terms of student enrolment, relevant academic programmes, infrastructure, learning and teaching environment, service delivery, access and equity. This is supported by the overall customer survey index of 2015 which revealed that the University's overall CSI Index of 83.6% with the indicator- Learning community having the highest satisfaction index of 94.6% followed by Physical environment (93.6%), student orientation process (88.4%) and programme content having an index of 86.3%. In the current plan period (2016-2025) the University intends to build on the success of the last Vision and Strategic Plan (2005-2015) taking into consideration the existing challenges, opportunities and the lessons learned.

2.5 Organizational Analysis

2.51 Academic Structures and Entities- Profile and Projections

Kenyatta University has experienced tremendous growth and development in its academic structures and entities. At the end of the plan period (2005-2015), there were 19 schools and 78 departments. In addition, establishment of 5 colleges had been provided for in the statutes. In the current plan period, the university will operationalize colleges as provided for in the statutes.

Table 1: Kenyatta University Colleges, Schools and Departments

Colleges	Schools	Departments
Science and Engineering	Agriculture & Enterprise Development	Agricultural Economics
		Agricultural Science and Technology
		Animal Science
	Pure and Applied Science	Biochemistry, Microbiology and Biotech- nology
		Chemistry
		Mathematics and Actuarial Sciences
		Plant Sciences
		Zoological Sciences
		Physics
	Engineering and Technology	Agricultural and Biosystems Engineering
		Energy Technology
		Mechanical Engineering
		Computing & Information Technology

		Electrical & Electronic Engineering
		Civil Engineering
		Petroleum Engineering
	Environmental Studies	Environmental Planning and Management
		Environmental Science and Education
		Environmental Community Development
	Architecture and the Built Environment	Architecture and Interior Design
		Spatial Planning and Urban Management
		Real Estate and Construction Management
Business and Economics	Business	Business Administration
		Management Science
		Accounting and Finance
	Economics	Applied Economics
		Economic Theory
		Econometrics & Statistics
	Hospitality, Tourism and Leisure Studies	Hospitality and Tourism Management
		Recreation, Management and Leisure Studies
Education and Life Long Learning	Education	Educational Psychology
		Educational Management, Policy and Curriculum Studies
		Educational Communication and Technology
		Educational Foundations
		Library & Information Science
		Early Childhood and Special Needs Education
	Digital School of Virtual and Open Learning	
Arts and Social Sciences	Humanities and Social Sciences	Philosophy and Religious Studies
		Literature, Languages and Linguistics
		Geography

		History, Archaeology and Political Studies
		Kiswahili & African Languages
		Psychology
		Sociology, Gender and Development Studies
		Public Policy & Administration
	Law	Public Law
		Private Law
	Creative and Performing Arts, Film and Media Studies	Fine Art and Design
		Communication, Media, Film and Theatre Studies
		Fashion Design and Marketing
		Music and Dance
	Security, Diplomacy and Peace Studies	Conflict Resolution and International
		Relations
		Security and Correction Studies
Health Sciences	Public Health and Applied Human Sciences	Community Health and Epidemiology
		Environmental and Occupational Health
		Foods, Nutrition and Dietetics
		Health Management and Informatics
		Population, Reproductive Health and Community Resource Management
		Physical Education and Exercise Science
		Human Anatomy
		Medical Laboratory
		Medical Physiology
		Obstetrics/Gynaecology
	Medicine	Paediatrics and Child Health
		Pathology
		Surgery and Orthopaedics
		Therapeutic, Dermatology and Psychiatry

		Community and Reproductive Health Nursing
	Nursing Sciences	Medical, Surgical Nursing and Pre- Clinical Sciences
	Pharmacy	Pharmacognosy, Pharmaceutical Chemistry, Pharmaceutics and Industrial Pharmacy
		Pharmacology and Clinical Pharmacy
	Graduate School	

2.5.2 Academic Programmes- profile and projections

In the last plan period (2016-2018), Kenyatta University experienced considerable growth in programmes across all schools. This was partly due to the increment in schools as well as the need to respond to market needs through developing relevant and demand-driven programmes. Between 2016 and 2018 the number of academic programmes grew from 265 to 318 representing a growth of 16.7%%.

2.5.3 Student Enrolment- Profile and Projections

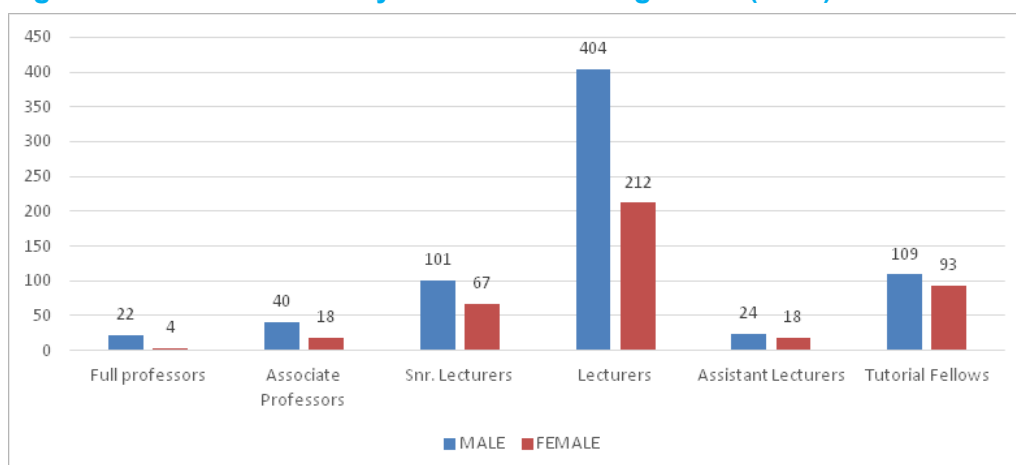
In the last plan period (2016-2018), Kenyatta University experienced an increase in student population. In 2016 the total student population stood at 79,954 where 63,063 were undergraduate students and 15,799 were postgraduate students. In 2016, the total enrolment stood at 72,729 students. Male student enrolment stood at 40,119 while female enrolment was at 32,610.

The total number of postgraduate students as at the end of the last plan period 2016 - 2018 was 12,847. This comprised of 853 doctoral and 11,994 masters students representing a ratio of 1:14. In the current plan, the target is to increase the ratio to 1:3.

Currently the student population is 76,298 clustered as follows; full-time 53,385, part-time 6,164, IBP 8,574, digital school 8,175. The projected student population is 80,115 across all the campuses representing full-time 56,055, part-time 6,473, IBP 9,003, digital school 8,584. The basis for this projected growth of 5% p.a. are: optimizing the existing capacities of all campuses (currently at 25%); ongoing expansion of teaching, learning and research infrastructure and facilities in all campuses; recruitment of additional faculty members in all campuses; expansion of e-learning facilities and supportive infrastructure, increase in the number of market driven programmes in all campuses and increased visibility of the University.

2.5.4 Staff Profile and Projections

Currently there are 1112 teaching staff at Kenyatta University, 37% are female while 63 % are male. This gender imbalance is observable across all categories with the greatest disparity being at the professorial and lecturer's ranks as shown in the figures. It is noted, however, that the rank of lecturers accounts for the bulk of all the teaching staff (55%). Further, the number of staff with Ph.Ds. currently stands at 636 representing 57% of the total teaching staff population. In the current plan, the University will strive to reduce the gender imbalance to 45%. Further; the University will raise the percentage of PhD holders to 85%.

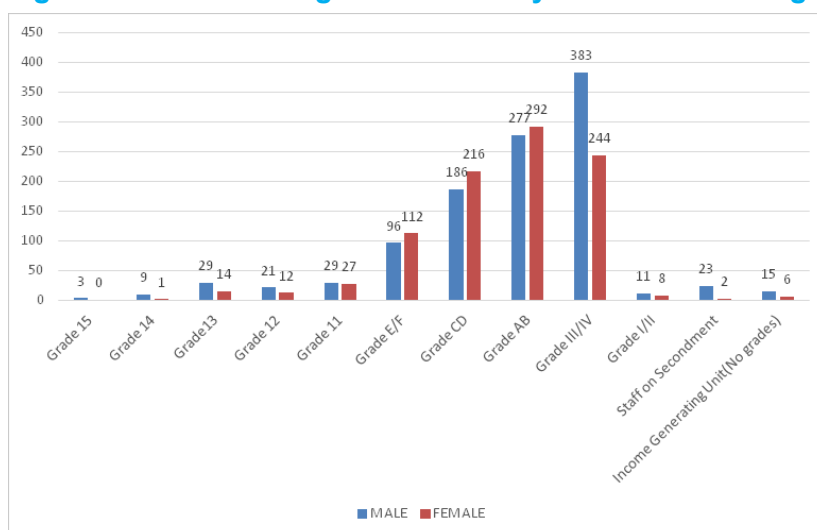
Figure 1: Academic Staff by Gender and Designation (2018)

The ratio of students to full-time teaching staff currently stands at 24:1 but it is important to note that there are some programmes with very high enrolment and therefore a higher student/lecturer ratio while others have a lower ratio. This gap is bridged by a pool of vetted part time lecturers. There will be need to continually strive to achieve the required ratio of 2:1 for full-time to part-time academic staff members who support any given programme as stipulated by the CUE guidelines. We will strive to reduce the overall student – lecturer ratio to 50:1 in order to maintain quality.

At the end of the last plan period (July 2016 -July 2018), the ratio of postgraduate students to staff with PhD qualifications was 25:1. In the planned period, the University will endeavour to reduce the ratio to 20:1.

Currently the ratio of full-time teaching to non-teaching staff and casuals is 1:12. The university will endeavour to reduce the number of casuals and align the teaching to non-teaching staff ratio to 1:2 as per the best international practice.

With regard to non-teaching staff, the University has a total of 2016 Non-teaching staff. Grade III/IV which is the semi-skilled staff accounts for nearly 30.9 % of all workers in the non-teaching category. The University will focus on recruiting more senior administrative and technical staff in middle level grade to support all university activities.

Figure 2: Non-Teaching Staff Profile by Gender and Designation (2018)

Compared to the student population, the ratio of non-teaching staff to that of students is 38:1. In view of the need to address the ratio of academic staff to students, there will be need to continually review and rationalize need for non-teaching staff of various grades.

2.5.5 Research profile and projections

Kenyatta University has continually improved its performance in research, innovation and outreach. At the end of the last plan period (July 2016-June 2018) the number of publications rose from 273 in 2016 to 397 in 2018, the volume of research grants also increased from Ksh. 421,525,819 in 2016 to Ksh. 1,841,614,315 in 2018. Further, conference attendance increased from 294 in 2016 to 609 in 2018.

Table 2: Research Grants, Publications and Conferences (2016-2018)

Year	Research grants	Publications	Conferences
2016/2017	Ksh. 421,525,819	273	294
2017/2018	Ksh. 1,841,614,315	397	609

The University will continue to promote creative and strategic research, innovation and community outreach through strategic and active partnerships and collaborations. Further, the Teaching, Research and Referral hospital will create impetus for biomedical research and controlled trials.

2.5.6 Global Webometric Ranking: Profile and Projections

The University remains committed to improve its visibility and global ranking through its core mandate as described in this plan. The Statistics presented in Table 3 show an upward surge from a global rank position of 1931 to 1455 globally, 29 to 19 regional and 2 locally. The University remains among the top 2 in the country and has outperformed other national Universities and parastatals in the national performance index emerging position One (1) four times in a span of 5 years.

Table 3: Webometric Ranking (2016-2018)

Year	World Rank	Africa Rank	Country Rank
2016	1931	29	2
2017	2534	51	3
2018	1455	19	2

2.5.7 University Library services - Profile and projections

In the plan period 2005-2015, the university established an ultra-modern library with a capacity of 6,000 users. The facility has a large amount of electronic teaching, learning and research material for use by both staff and students. The electronic databases continue to grow with the increasing demand. The library currently has a collection of over 470,000 volumes and over 40 databases of e-journal and e-book subscriptions making it one of the best libraries in the region as shown in Table 4. Further the facility is the backbone of other libraries in the University's satellite campuses. Libraries in the satellite campuses combined have a collection of 80,000 and a sitting capacity of 1,650 users. The University has and continues to enhance its Institutional repository database to increase the visibility and uptake of research conducted by both faculty and students.

Table 4: Library services (2018)

Library	Collection size	No. of magazines
Post-modern Library	300,224	19
Kitui	10,192	19
Ruiru	15,040	19
Nyeri	6,385	19
Parklands	12,944	19
City	8,996	19
Mombasa	13,747	19

Embu	3,284	19
Nakuru	6,890	19
Kericho	4,890	19

The University continues to improve the library services in pursuit of excellence in its mandate. It has a rich institutional repository and a platform for Kenyatta University journals to enhance visibility and impact.

2.5.8 University Physical Infrastructure

In the last plan period, the University expanded teaching, learning, research and ICT infrastructure to enhance university operations. In the current plan, the university will continue to institute interventions specifically aimed at increasing teaching and office space as well as optimizing the existing facilities as per the University master plan.

The University's total land holding is about 488 Hectares including the main and satellite campuses. In the last plan period, the University developed a master plan for the main campus to guide the future expansion and development. In addition, the university will develop master plans for all the satellite campuses.

Table 5: Physical infrastructure: Current Status and Projected Needs

Category	Quantity	Projected
Land holding	488.5416 hectares	1,000 hectares
Office space capacity	2,873	9,000 offices
Lecture halls space	250	1,000
Laboratories	48	150
Number of conference rooms	33	90
Conference sitting capacity	3687	10,000
Conference Accommodation	357	1,200
Student accommodation	Capacity	
Main	9582	50,000
Ruiru	495	3,000
Parklands	168	1,500
Mombasa	600	2,000
Kitui	1564	5,000
Kericho	128	1,500
Water services		
Boreholes	36	70
Water reservoirs	15,380,000 Million Litres	50,000, 000 Million Litres
Septic tanks	8	15
Sewers	11	-
Staff housing	238	700
Telephone connectivity	115	400
Telephone Extensions	1330	4,000
ICT and Internet connectivity		
Internet bandwidth	795mbps	2,000
Wireless network coverage	80%	100%
Corporate email coverage	123,000	37,000

The University's office space capacity has increased tremendously over the years. After the opening of key facilities such as the Central Administration Complex, the Directorate complex, the Graduate School building and Alumni building, Education complex, International building office space available for staff has nearly doubled and currently stands at close to 3,000.

The University has over 250 lecture halls of varied sizes at the Main and other campuses. It is noted that as the student numbers increase, the teaching, learning and research facilities will continuously be expanded to match the growth in programmes and enrolment.

The University can accommodate 12,537 students at its main and satellite campuses. The current plan projects an additional 10,000 bed spaces.

There are currently a total of 238 staff houses for both academic and non-academic staff. The current plan will focus on increasing staff houses by an additional 200 housing units.

Telephone connectivity for staff has increased to 75 landlines, 108 Virtual Private Number, 20 GSM and 2 ISDN lines at the University and the over 1,330 telephone extensions. Further growth is expected as upcoming buildings are completed.

The University's ICT system and infrastructure has expanded in tandem with the increase in student enrolment and programmes. Currently, the computer to student ratio is 1:33. The current plan will endeavour to increase the computer to student ratio to 1:10.

The Internet band width currently stands at 795 Mbps while wireless network at the main campus covers 80% of the population. In the plan period, a 10% increase in internet bandwidth per year will be required to match the increasing requirement.





3.1 Introduction

University education plays a critical role in the process of development, nationally, regionally and internationally. Despite the rapid changes in domestic labour market, the global environment and advancement in technology, university programmes and their specializations have remained relatively unchanged. The core function of Kenyatta University is to provide quality education, promote scholarship, research and service to humanity. The University's academic programmes should play a pivotal role in producing innovative and creative graduates with skills to steer Kenyan holistic development as enshrined in the Vision 2030, the Sustainable Developmental Goals (SDGs) and the big four agenda that focuses on key basic needs that are critical in uplifting the standard of living of Kenyans on the path to becoming an upper middle-income country. The University will continually develop and review market-driven programmes, align them to the Competency-Based Curriculum and integrate content that supports the big four agenda with a view to improving the marketability of her graduates. The University industry partnership programme will contribute towards enhancement of our graduates' transition to the markets. Furthermore, the University will expand training opportunities by providing varied modes of delivery and mainstreaming Science, Technology and Innovation (STI) into the curriculum and increasing the modern learning facilities and market driven programmes with the aim of enhancing access to and quality of higher education. The University endeavours to produce skilled manpower by graduating students in programmes that impact on the big four agenda (Housing, Food Security, Universal healthcare and manufacturing). In addition, the university will put more emphasis on inculcating entrepreneurial skills. In order to improve efficiency and delivery of academic programmes the University plans to sensitize staff and students on the changing market demands and the CBC, rationalize departments and schools as well as operationalize colleges.

3.2 Flagship Projects

Flagship projects in academic programmes for sustainable development are:-

- i) Grow student population in Main and Satellite Campuses by an average of 6.5% annually
- ii) Operationalization of Colleges
 - a) College of Education and Lifelong Learning
 - b) College of Arts and Humanities
 - c) College of Business and Economics
 - d) College of Sciences and Engineering
 - e) College of Health Sciences
- iii) Rationalize the establishment of Schools and Departments
- iv) Development and review of market driven programmes
- v) Institutionalize e-learning and teaching technology in all programmes and modes of study for both undergraduate and postgraduate levels
- vi) Expansion of digital school programmes to cater for local and international students
- vii) Institutionalize e-supervision of postgraduate students to reduce overreliance on residential faculty members
- viii) Develop Kitui Campus as School of Agriculture and Enterprise Development

3.3 Strategic Goal and Objectives

The strategic goal in this priority area is: To provide quality, relevant and inclusive education and training for sustainable development. To attain this goal the University will pursue the following objectives:

- i) Increase student population
- ii) Increase the proportion of postgraduate students in relation to the undergraduate students
- iii) Increase efficiency in postgraduate supervision
- iv) Offer relevant and market driven programmes that are also aligned to the CBC
- v) Increase competitiveness and employability of K.U graduates with special focus on graduating students in programmes that impact on the realization of the Big Four Agenda
- vi) Expand access to higher education
- vii) Optimize utilization of the Digital School
- viii) Institutionalize e-learning and teaching technology in all programmes and modes of study for both undergraduate and postgraduate levels

- ix) Increase the proportion of international students
- x) Ensure quality in teaching, learning and research
- xi) To optimally utilize the Kitui Campus farm

3.4 Key Targets and Expected Outputs

- i. Grow the students' population in various modes and levels of study to an overall total of 100,000 by 2026 as follows:
 - a. Increase the KUCCPS students population by 6.5% annually
 - b. Increase the SSP students population by 5% annually
 - c. Increase the number of students in Continuing Education (CEP) by 5% annually
 - d. Increase the number of students in virtual and open learning by 5% annually
 - e. Increase the number of students taking Masters by 8% annually
 - f. Increase the number of PhD students by 8% annually
 - g. Increase the number of international students by 5 % annually
- ii) Graduate students in Agriculture, Architecture, Engineering and Medical disciplines to support the Big Four Agenda
- iii) Increased proportion of postgraduate students in relation to the undergraduate students from 1: 4 to 1: 3.
- iv) Increased efficiency in postgraduate supervision
- v) Implement the Competency-Based Curriculum

3.5. Log Frame: Excellence in Education and Training

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
Increase student population.	Enhance the existing marketing strategies	Participate in local and international exhibitions.	Number of local and international exhibitions participated in	4 per year	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Engage with high schools	Number of high schools engaged	500 schools per year	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Advertise in print and electronic media.	Number of print and electronic advertisements	Adverts placed in print and electronic media before every intake	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Data on student increment per campus in all programmes	6.5% annual increment on student enrolment	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)	
	Offer relevant and market driven programmes	Conduct a needs assessment at the end of every cycle	Departmental reports on needs assessment	Market needs assessment done before review of any programme	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
	Develop Programmes responsive to market needs and as per CUE guidelines and international best practices	Revise the existing curricula based on CUE guidelines and international best practices	Revised programmes	Number of programmes reviewed per year when due	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Conduct a needs assessment at the end of every cycle	Departmental reports on needs assessment	Needs assessment done at the beginning of each cycle	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Develop new programmes	Number of programmes developed	Number of new programmes developed as per needs assessment	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Engage professional bodies as per statutory requirement	Number of programmes submitted and approved by professional bodies	All programmes approved by relevant professional bodies where necessary	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Implement the new programmes	Number of programmes Implemented	All new programmes implemented	✓	✓	✓	✓	✓	July 2016-July 2026	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development												
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility	
					I	II	III	IV	V			
Contribute to the realization of the Big Four agenda by providing skilled manpower with a focus on the Big Four Agenda	Rationalize departments and schools	Merge, de-establish departments and schools	Number of departments and schools merged, de-established or established.	Total number of departments and schools merged, as per needs assessment	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor	
	Rationalize and realign related programme offered in different departments and schools	Consolidate related programmes offered in different departments and schools	Number of rationalized and consolidated academic programmes in different schools	Number of rationalized and consolidated academic programmes in different schools	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)	
	Graduate students in Agriculture, Architecture, Engineering and Medical Disciplines	Hold graduations	Number of students graduating in Agriculture Architecture Engineering And Medical Disciplines	Total number of granduants by 2026 in (See appendix 3.0 on projected graduation rate)	✓	✓	✓	✓	✓	July 2016-July 2026	DVC (Academic)	
				Agriculture 2884	✓	✓	✓	✓	✓	July 2016-July 2026		
				Pharmacy 540	✓	✓	✓	✓	✓	July 2016-July 2026		
				Architecture 1705	✓	✓	✓	✓	✓	July 2020-July 2026		
				Engineering 904	✓	✓	✓	✓	✓	July 2016-July 2026		
				Medicine 1432	✓	✓	✓	✓	✓	July 2016-July 2026		
				Nursing 1053	✓	✓	✓	✓	✓	July 2016-July 2026		

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
Increase the proportion of postgraduate students in relation to the undergraduate students from 1:4 to 1:3	Develop more and enhanced relevant post graduate programmes	Revise existing postgraduate curricula and develop new ones	List of approved Postgraduate Programmes in all departments, institutes and schools	All programmes reviewed and approved when due	√	√	√	√	√	July 2016-June 2026	DVC (Academic)
	Increase the faculty members with PhD	Engage tutorial fellows who will study for PhDs as they teach	Number of tutorial fellows graduating with PhDs annually	10% annual increase	√	√	√	√	√	July 2016-June 2026	DVC (Academic)
	Retooling of all supervisors to	Training of all supervisors on	Number of lecturers trained on	All lecturers trained on	√	√	√	√	√	July 2016-June 2026	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Responsibility
					PHASES	I	II	III	IV	V
	equip them with research and supervision skills.	quality research and supervision in their respective fields.	research and supervision	research and supervision						
	Streamline coordination of postgraduate research programmes in all schools and campuses	Establish and strengthen offices of coordinator postgraduate programme in all schools	Updated database of progression of all postgraduate students per department/school.	Database		✓	✓	✓	✓	DVC (Academic)
		Provide research and mentorship seminars and workshops organized by schools in collaboration with Graduate School	Academic mentorship programme for postgraduate students in all departments.	All departments with post graduate mentorship programmes in place		✓	✓	✓	✓	DVC (Academic)
			Schedule of postgraduate seminars/workshop s at department and school level	All departments an schools holding post graduate seminars		✓	✓	✓	✓	DVC (Academic)
	Increase the capacity and enhance efficiency among	Facilitate faculty to access appropriate	Number of internal supervisors with laptops	All internal supervisors with laptops		✓	✓	✓	✓	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
internal faculty to supervise post graduate students on e- platform	computing devices										
	Conduct capacity building workshops on e-supervision for all supervisors	Number of faculty trained	All faculty trained	✓	✓		✓		✓	July 2016-June 2026	DVC (Academic)
		Number of faculty doing e-supervision	All faculty doing e-supervision	✓	✓		✓		✓	July 2016-June 2026	DVC (Academic)
	Acquire and implement e-supervision platform	E-supervision platform in place	All faculty using the e-supervision platform		✓		✓		✓	June 2018-July 2026	DVC (Academic)
	Review policy guidelines on e-supervision and compensation of e-supervisors	Policy guidelines on e-supervision	Policy on e-supervision in place	✓						July 2016-June 2018	DVC (Academic)
	Engage more supervisors	Reduction in supervisor student ratio	Attain supervisor-student ratio not exceeding 1:15	✓	✓		✓		✓	July 2016-June 2026	DVC (Academic)
Ensure that all postgraduate students and supervisors are	Conduct e-supervision workshops for postgraduate supervisors and	e-supervision manuals and guidelines for supervisors and	e-supervision manuals be availed to all students	✓	✓		✓		✓	July 2016-June 2026	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
	e- supervisor compliant	students and supervisors	students								
			Number of students and staff participating in e- supervision workshops.	√	√	√	√	√	July 2016-June 2026	DVC (Academic)	
			Number of postgraduate students on e- supervision graduating on time	√	√	√	√	√	July 2016-June 2026	DVC (Academic)	
	Review academic programmes in all areas	1. Continued enforcement of the policy on review of academic programmes 2. Involve stakeholders in the	Number of programmes reviewed	√	√	√	√	√	July 2016-June 2018	DVC (Academic)	

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
		review of academic programmes									
	Enhance employability of KU graduates	Review the current Leadership and mentorship programme for finalist students	Number of graduates trained on Leadership and Mentorship	All graduates trained on leadership and mentorship			✓	✓	✓	July 2020-July 2026	DVC (Academic)
	Enhance practical exposure through practicum, attachments and undergraduate research projects	Review the policy on practicum and attachments for undergraduate	Reviewed policy	Reviewed policy	✓	✓	✓	✓	✓	July 2016-June 2018	DVC (Academic)
		Ensure students undertake practicum/ attachment before graduation as per reviewed policy	Number of students undertaking practicum or attachment before graduation	All students undertaking practicum/ attachment before graduation	✓	✓	✓	✓	✓	July 2016-June 2018	DVC (Academic)
			Grade (Performance) in practicum and attachment	Improved grade in practicum and attachment	✓	✓	✓	✓	✓	July 2016-June 2018	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
				Increased market satisfaction index with KU graduate	✓	✓	✓	✓	✓	July 2016-June 2018	DVC (Academic)
	Strengthen SWIP to equip graduating students with skills	Increase number of students in the SWIP	% increase in number of students under SWIP	10% increase in number of students under SWIP	✓	✓	✓	✓	✓	July 2016-June 2018	DVC (Academic)
	Popularize the policy on major and minors	Increase number of students taking minor courses to enhance their degrees	% increase in number of students taking minor courses to enhance their degrees	10% annual increase in number of students taking minor courses to enhance their degrees	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
	Enhance the semester abroad programme	Increase number of students taking a semester abroad	% increase in number of students taking a semester abroad	20% annual increase in number of students taking a semester abroad	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
	Trace performance of the graduates in the labour market	Conduct tracer study for graduates	Employability index	% rate of employability	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame PHASES					Responsibility
					I	II	III	IV	V	
Expand access to for higher education	Strengthen the Satellite and Campuses	Conduct study on labour market								
		Optimise the capacity of Satellite Campuses	% growth in students enrolment per campus	15% annual increase in number of students enrolled per campus	✓	✓	✓	✓	✓	DVC (Academic)
		Provide requisite facilities to all campuses in line with CUE standards	Campuses with requisite facilities in line with CUE standards	All campuses with requisite facilities in line with CUE standards	✓	✓	✓	✓	✓	DVC (Academic) DVC (F&D)
Optimise capacity utilization of the Digital School of Virtual and Open	Enhance students enrolment in the Digital School of Virtual and Open	Engage CUE, Professional Agencies as per statutory requirement	Number of Satellite and Offshore Campuses submitted and approved	All campuses accredited by CUE and other relevant professional bodies	✓	✓	✓	✓	✓	DVC (Academic)
		Training of students and staffs on e-learning	Number of seminars/ workshops for staff and students on e-learning	All staff and students in the mode trained	✓	✓	✓	✓	✓	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Responsibility
					I	II	III	IV	V	
Learning	Learning	Increase the number of students in the Digital School of Virtual and Open Learning	% Increase in number of students in the Digital School of Virtual and Open Learning	5% annual increase in enrolment of Digital School of Virtual and Open Learning Students to an overall of 22,000 students in by 2026	✓	✓	✓	✓	✓	DVC (Academic)
					✓	✓	✓	✓	✓	
	Enhance e-learning	Revise the e-learning policy	Revised policy	Revised e-learning policy	✓	✓	✓	✓	✓	DVC (Academic)
		Sensitize staff on the e-learning policy forums	Number of staff sensitized	All academic staff sensitized on e-learning policy	✓	✓	✓	✓	✓	DVC (Academic)
	Enhance induction of lecturers and students on online facilitation	Training/ retraining of lecturers and students on online facilitation	Number of lecturers and students trained on online facilitation	All lecturers trained & using e-learning facilitation approaches	✓	✓	✓	✓	✓	DVC (Academic)
	Monitoring of online facilitation, learning, assessment and	Monitoring of e-learning activities done by e-learn facilitators	Number of charts, forums discussions and quizzes	% rate interactivity	✓	✓	✓	✓	✓	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					I	II	III	IV	V		
Ensure quality in teaching, learning and research	evaluation activities in all departments and schools	Monitoring participation by students	Number of students participating online	All students in the mode participating	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
	Expand the Digital School programmes to cater for local and international students	Revise and develop modules for all programmes in all schools	Number of modules revised and developed.	All modules revised	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
	Enhance the management system functionalities	Operationalize Campus nexus modules on admission	Operationalized Campus nexus modules on admission	Admission data captured on Campus nexus System	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Digitize all students records	Digitized students' information	All student data digitized	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
	Institutionalize the ten academic quality assurance standards in higher education	Adopt and implement regulations of statutory and professional bodies that govern academic programmes	Number of academic programs approved by regulatory bodies and accredited by CUE	All programmes approved by regulatory bodies and accredited by CUE	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
	Enhance academic monitoring and	Conduct regular academic	Number of lectures audited		✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic),

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development												
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility	
					PHASES							
					I	II	III	IV	V			
	evaluation	audits			✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic),	
		Number of staff conducting lecturers as per the policy										
		Undertake student/ lecturer evaluation per semester			✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic),	
			Implement the student/ lecturer evaluation reports	Number of staff receiving reports Number of staff referred to mentorship and guidance	Improved overall lecturer rating	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic),
	Establish linkages with institutions both locally and globally	Sign MoUs for linkages and partnerships with institutions both locally and internationally	% increase in partnerships	10% annual increase in partnerships	✓	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC (Academic),
Strengthen the existing partnerships		Number of active partnerships	80% partnerships active	✓	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC (Academic),	

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development												
Strategic Objectives	Strategies	Activities	Performan ce Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility	
					PHASES							
					I	II	III	IV	V			
Promote the principle and practice of equity in all University Programmes	Expand OVS scholarship fund to cover all the needy groups	Develop and implement funds	Funds mobilization strategy	Strategy in place	✓					July 2016-June 2018	Vice-Chancellor	
		Mobilization strategy	% increase in OVS fund	Ksh. 16 million raised for OVS fund per annum	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor	
	Develop & implement policy on award of scholarships	Scholarship Award policy developed	Operational Scholarship Award policy	✓	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor Director, FAO	
			10% annual increase in number of OVS and marginalized groups admitted and completing their studies	✓	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor Director, FAO	
	Operationalize disability policy	Awareness creation Implementation of the disability policy	Level of implementation & compliance	Increased awareness of disability policy	✓	✓	✓	✓	✓	✓	July 2016-June 2026	Vice Chancellor, Director DoDS
			Observance of KU disability day	Annual disability day held	✓	✓	✓	✓	✓	✓	July 2016-June 2026	Vice Chancellor, Director DoDS

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Responsibility
					I	II	III	IV	V	
	Continue with the implementation of the affirmative action policy on people with Special Needs	Monitor implementation	Level of implementation & compliance	100% implementation of the policy	✓	✓	✓	✓	✓	Vice Chancellor, DVC (Academic)
	Provision of optimal support for students with special needs by the university community	Awareness creation among the university community	Number of staff trained	All new staff trained	✓	✓	✓	✓	✓	Director, Disability Services
	Restructure the physical facilities to accommodate people with disability.	Continue to upgrade the physical infrastructure in all campuses for easy access	% number of the physical structures redesigned to cater for people with special needs.	Attain 80% accessibility of facilities for PWDs	✓	✓	✓	✓	✓	Vice Chancellor, (DVC F&D)
	Expand facilities and services to support the learning of students with disability	Acquisition of teaching & learning resources, Assistive technology and devices	Instructional resources, Assistive technology & devices acquired to cater for all disabilities	15% annual increase in number People with Special needs admitted	✓	✓	✓	✓	✓	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame PHASES					Responsibility
					I	II	III	IV	V	
Enhance gender equity in Kenyatta University		Review of the gender policy	Policy reviewed	Policy reviewed	✓					Director, Centre for Gender
		Implement Gender Policy	% implementation of the policy	Policy implemented 100%	✓	✓	✓	✓	✓	Director, Centre for Gender
			Progressive attainment of gender parity in all programs		✓	✓	✓	✓	✓	Director, Centre for Gender
			20% increase in number of female students in STEM programs		✓	✓	✓	✓	✓	DVC(Academic)
Mentoring of female students in STEM		Targeted mentoring for Female students in STEM and their role in realization of the big four agenda	% increase in number of female students in STEM completing their studies	20% increase in number of female students completing STEM studies	✓	✓	✓	✓	✓	DVC (Academic),
		Adhere to affirmative policy during admission	Level of compliance with the policy	45% of students enrolled in STEM are female by 2026	✓	✓	✓	✓	✓	Vice Chancellor, (DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development												
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility	
					PHASES							
					I	II	III	IV	V			
Increase the proportion of international students	Internationalize the curricula and programs in each of the University's schools	Develop and operationalize a policy to guide internationalization of the Curriculum	Level of implementation of the policy on internationalization of the curriculum	100% Implementation of the policy	✓					July 2016-June 2026	DVC Academic)	
					✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)	
					✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)	
		Increase the number of partnering universities for semester abroad programmes	Percentage increase in number of students going on semester abroad	20% annual increase in number of students going on semester abroad	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)	
					✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)	
					✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)	
Institutionalize e-learning and teaching technology in all modes and levels of study	Support e-Learning	Acquisition of additional ICT requirements for e-Learning Train faculty on use of ICTs in teaching and learning	% increase in ICTs	10% annual increase in ICTs	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)	
					✓	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame PHASES					Implementation Period	Responsibility
					I	II	III	IV	V		
Implement the Competency – Based Curriculum-	Support Library & Information Systems	Acquisition of additional ICT requirements for Library &	% increase in ICTs	10% annual increase in ICTs	√	√	√	√	√	July 2016-June 2026	DVC (Academic)
	ICT applications and audio-visual facilities to enhance teaching, research, innovation and service to humanity	Acquisition of relevant ICT applications, audio-visual facilities including research and laboratory equipment	Number of ICT applications, audio-visual facilities including research and laboratory equipment acquired	80% of units using ICT assisted instructions (interactive modules) by 2026	√	√	√	√	√	July 2016-June 2026	DVC (Academic)
	Sensitize academic staff and students on CBC and University curriculum	Organize Sensitization workshop for key university personnel.	Number of sensitization workshops organized per year	Number of Sensitization workshops for:							DVC (Academic)
				Deans of schools 1		√				July 2018 -June 2020	
				Chairmen of teaching Departments ¹		√				July 2018 -June 2020	
				Lecturers 1						July 2018 -June 2020	
		Hold a pre-Conference	Number of Pre-Conferences organized per year	Pre-Conference 1		√				July 2018 -June 2020	DVC (Academic)

Strategic Goal: To Provide Quality, Relevant and Inclusive Education and Training for Sustainable Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
	Development/ Review of University academic programmes to align with CBC.	Capacity building of chairs of programme development committee	Number of chairmen of programme development committee trained	100%	√		√	√		July 2018 –June 2020	DVC (Academic)

Strategic Goal: To Optimally Utilize the Kitui Campus Farm											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
Increase research in dry-land Agriculture	Establish Kitui Campus Agriculture farm	Undertake research and improvement of 5 dry-land crops	Establish crop research plots	Five dry-land crops researched and improved	✓	✓	✓	✓	✓	July 2019-June 2026	VC Dean, SAED Director Kitui Campus
		Offer practical training to Agriculture students	No. of students Agriculture trained on the farm	All students in SAED given practical training on the farm	✓	✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Chairmen of SAED Depts
		Write research proposals for funding	Funded Research projects	Two research proposals funded every year	✓	✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Director Kitui Campus
	Source funding for research	Implement two research projects	Research projects implemented	two research projects implemented every year	✓	✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Director Kitui Campus
		Bring under crop production	Land under Cultivation every year	Land Cultivation increased by 10 acres every year cowpeas production increase from 15 bags to 300 bags	✓	✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Director Kitui Campus
Increase food production	Increase acreage under crops			Hives increased by 30 every year	✓	✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Director Kitui Campus
	Increase honey production	Place and populate hives with bees	Number of hives established		✓	✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Director Kitui Campus

Strategic Goal: To Optimally Utilize the Kitui Campus Farm											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
Raise Revenue for KU											
		Procure and breed goats on the farm	Quantity of honey produced	Increase honey production by 120 kg every year	✓	✓	✓	✓	✓	July 2019-June 2026	DVC F&D Dean, SAED Director Kitui Campus
	Increase number of goat population	Grow vegetables in green houses	Number of goats raised on the farm	Number of goats raised on the farm 300 annually	✓	✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Director Kitui Campus
	Increase vegetable production	Grow vegetables in green houses	Number of Green-houses established	Establish one (15x30m) green-house every year	✓	✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Director Kitui Campus
			Quantity of Vegetables produced	Produce 5 tons of vegetables every year	✓	✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Director Kitui Campus
		Sell farm produce	Revenue	Raise sh. 5,000,000 every year		✓	✓	✓	✓	July 2019-June 2026	Dean, SAED Director Kitui Campus

Phases: All Phases are Two Years Each

Phase: I -July 2016 to June 2018
Phase: II -July 2018 to June 2020
Phase: III -July 2020 to June 2022
Phase: IV -July 2022 to June 2024
Phase: V -July 2024 to June 2026



Research, Innovation and Outreach for Sustainable Development

4

4.1 Introduction

Fundamental changes in the Research, Science and Technology (RS&T) environment both in Kenya and globally require new approaches to achieving and sustaining excellence. Kenya's National Development blue print Vision 2030 and the Kenya Government's Big Four Agenda, the East African Community through the Inter-University Council for East Africa (IUCEA), the African Union Commission's 2014-2024 strategy on investment in science, research and innovation and the United Nations Sustainable Development Goals (SDGs) recognize the role of research, science, technology and innovation in rapid social, political and economic growth and development.

As a University, we will continue to provide strategies that focus on national development and improvement of our profile as a University and that of our researchers through creative research and uptake, science, technology, entrepreneurship and innovation. Being a new Division, the University was able to put necessary structures and systems in place in order to fully operationalize the Division as we all anchor its operations on policy. This happened during the phase I (July 2016 to June 2018) of the life of this Vision and Strategic Plan. The University remains committed to its core mandate of research and service to the community by increasing the output of cutting-edge research as well as carrying out creative research that is collaborative, translational, multidisciplinary and cross-disciplinary aimed at meeting/contributing to the national development agenda as well as global commitments. Consequently, we plan to tap into and benefit from the enabling socio-political, economic and academic environment that has been established.

The University will continue to tap into the Kenya National Research Fund (NRF) established under the Science and Technology Innovation Act, 2013 thereby facilitating research for the advancement of science, technology and innovation. To intensify innovation, the University will continue to encourage increased participation of staff and students in both basic and applied research as well as continue to collaborate with industry and other relevant institutions. During the Strategic and Vision Plan period, Kenyatta University through the Division of Research Innovation and Outreach (RIO) will endeavour to strengthen its mission on RS&T in line with the University Mission and Vision. The University will also ensure that intellectual property and related rights are properly identified and protected.

The overarching goal of the university therefore is to develop and implement an integrated and coherent university-wide approach to planning, delivering, managing and funding our research in a way that supports our researchers to continue contributing effectively to the national development agenda and Kenya's global commitments.

4.2 Flagship Projects

Flagship projects in this priority area include:

- i. Strengthen the university research and innovation fund
- ii. Build and enhance research capacity among staff and students to contribute to Kenya's national development agenda and global development frameworks
- iii. Promote research uptake, innovation and entrepreneurial skills in the University in line with national development agenda and global development frameworks
- iv. Improve existing research laboratories
- v. Operationalize the biomedical research and clinical trial laboratory
- vi. Operationalize the Sports Medicine and Human Performance Research Laboratory

4.3 Strategic Goal and Objectives

Strategic Goal

To advance research, innovation, science and technology for impactful and sustainable societal development

Strategic Objectives

To attain this goal Kenyatta University will continue to pursue the following objectives:

- i. Enhance capacity, skills and competencies for research and innovation
- ii. Increase research funding and output
- iii. Maintain the highest standards of research ethics
- iv. Protect Intellectual Properties

- v. Enhance Research Uptake and Application
- vi. Promote national, regional and international collaborations for research and innovation
- vii. Establish Research Chairs, postdoctoral positions and enhance visiting scholar programmes
- viii. Build an effective environment that fosters research and innovation amongst members of the University Community
- ix. Foster the culture of research, innovation and entrepreneurship amongst staff and students

4.4 Key Targets and Expected Outputs

- i. Progressively improved research and innovation funding by 1% of the university budget
- ii. A policy on medical, engineering research and continuing education developed and operationalized
- iii. Increased publications/exhibitions/productions by Kenyatta University staff and students
- iv. Increased number of visiting and adjunct scholars
- v. 6 research chair positions establishment in-line with national development agenda and Kenyan's global commitments
- vi. Growth in the number of staff trained on various research lifecycle skills

4.5 Log Frame: Research, Innovation and Outreach for Sustainable Development

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation period	Responsibility
					I	II	III	IV	V		
To enhance capacity, skills and competencies for research and innovation to realize national development agenda and Kenyan's global commitments	Enhance research ability and capacity among staff with emphasis on national development agenda and Kenyan's global commitments	Conduct continuous research capacity needs assessment among staff	Report on needs assessment	Needs assessment report	√	√	√	√	√	July 2016-June 2026	DVC(RIO)
		Conduct relevant research capacity building courses for staff	Number of courses conducted	As per training schedule		√	√	√	√	July 2016-June 2026	DVC(RIO)
		Strengthen the Directorate of Research Support and Dissemination Directorate	Directorate Strengthened	Operational Directorate of Research Support and Dissemination	√	√				July 2016-July 2018	Vice-Chancellor, DVC(RIO)
		Strengthen the Research Management and Budget Office	Strengthened Office	Operational Research Management and Budget Office	√	√				July 2016-July 2026	Vice-Chancellor, DVC(RIO)

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
To Increase research funding and output	Increase internal funding for research, science and technology	Strengthen the university research and innovation fund	Percentage of the university budget allocated to research	Progressively increased university budgetary allocations to research by 1% annually	✓	✓	✓	✓	✓	July 201- June 2026	Vice-Chancellor - DVC(RIO)
	Strengthen University research output	Write research proposals to attract external funding	% increase in research proposals written	20% annual increase in research proposals written	✓	✓	✓	✓	✓	July 2016- June 2026	DVC(RIO)
			% increase in number of research grants.	10% annual increase	✓	✓	✓	✓	✓	July 2016- June 2026	DVC(RIO)
		Publish in refereed journals or presentation in a peer attended fora (music and arts)	Increase in number of publications	1 publication per one academic staff by 2026	✓	✓	✓	✓	✓	July 2016- June 2026	DVC(RIO)
		Incubate ideas leading to grand innovations	Increase in number of innovations	10 new innovations annually	✓	✓	✓	✓	✓	July 2016- June 2026	DVC(RIO)

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Operationalize the Sports Medicine and Human Performance Research Laboratory	Increased research output in Sports Medicine and Human Performance Research Laboratory	Operational the Sports Medicine and Human Performance Research Laboratory	✓	✓	✓	✓	✓	July 2016-June 2026	DVC(RIO) DVC (Academic)
To maintain the highest standards of research ethics	Ensure compliance with the university research policy	Enforce the code of ethics/conduct for research in various disciplines	Number of certified researches	Certified researches	✓	✓	✓	✓	✓	July 2016-June 2026	DVC(RIO)
		Develop and operationalize a policy on medical research and continuing education	Policy on medical research and continuing education	Policy document	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (RIO)
To protect Intellectual Properties	Ensure compliance with the Intellectual Property Rights (IPRs) policy	Enforce compliance to the Kenyatta University IPR policy	Level of compliance	100% compliance		✓	✓	✓	✓	July 2016-July 2026	DVC (RIO)

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Enhance Research Uptake and Application	Increase number of patents	File patents with KIPI	Number of patents	10 patents by the year 2026	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO);
	Promote the establishment of start-ups that support implementation of research ideas	Offer registration, incubation and fabrication services to this start- ups	Number of start-ups registered	10 start-ups registered per year	✓	✓	✓	✓	✓	July 20168- July 2026	DVC (RIO);
	Establish strategic partnerships and collaborations with both Governmental and Non-Governmental Organizations	Establish multidisciplinary and interdisciplinary research and consultancy teams	Research and consultancy teams established	Research and consultancy teams established	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (RIO)
	Governmental Organizations	Bidding for consultancies	Number of bids won	10 bids won annually	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (RIO) Director, Consultancy Services
	Disseminate research findings to society	Generate community-based research	Number of community based research activities per year	4 community based research activities per year	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (RIO)

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Enforce the policy on development and operationalization of school research journals	Policy developed	Policy document	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (RIO)
		Mount international research and innovation conferences, symposia and exhibitions	% increase in number of conferences held	10% increase in number of conferences held per year	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (RIO)
			% increase in number of exhibitions held	% increase in number of exhibitions held	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (RIO)
To promote national, regional and international collaborations for research and innovation	Establish new strategic partnerships to promote research and innovation	Sign new MoU'S and MoA'S	Annual growth in collaborative research initiatives	20% annual growth in collaborative research initiatives	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (RIO) Director CIPC
Create Research Chairs, postdoctoral	Establish research chairs	Develop a policy on research chairs	Research chairs in place	1 research chair per college	✓	✓	✓	✓	✓	July 2016-June 2026	DVC(RIO) DVC(Academic)

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
positions and enhance visiting scholar programme	Promote postdoctoral programmes	Develop a policy on postdoctoral programmes	Postdoctoral programmes	1 postdoctoral programme per college	✓	✓	✓	✓	✓	July 2016-June 2026	DVC(RIO) DVC(Academic)
	Promote visiting, affiliate and adjunct scholar programmes	Develop a policy on visiting, affiliate and adjunct scholar programmes	Policy developed	Policy document	✓	✓	✓	✓	✓	July 2016-June 2026	DVC(RIO) DVC(Academic)
Build an effective environment that fosters research and innovation amongst the University Community	Recognize outstanding researchers	Develop a policy on motivating staff towards enhancing research and innovation	Policy developed	Policy document	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC(RIO) DVC(Academic)
	Establish various research awards	Recognize researchers in various categories	Number of researchers honoured	Number of researchers honoured	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC (RIO)
	Strengthen structures and infrastructures that effectively support enterprises arising from	Write proposals to development partners and private sector organizations on support with construction and	Number of proposals funded	10 proposals funded per year	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (RIO)

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
	research and other university activities national development agenda and global development frameworks	equipping of industrial and technology park									
		Construct an industrial and technology park using Public Private Partnerships	Standard design industrial and technology park constructed	Industrial and technology park in place	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO)
		Equip the industrial and technology park using latest technology	Number of relevant up to date technology equipment	Equipped industrial and technology park in place	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO)
	Establishment of an Innovation and enterprise Fund in-line with national development agenda and global development frameworks	Fundraise for the innovation fund through proposal writing and consultancies	% increase in the innovation and enterprise fund	10% annual increase	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO)

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Foster the culture of research, innovation and entrepreneurship amongst staff and students	Engage students and staff on the need and benefits of innovation	Organize innovation festival to sensitize members on innovation	Number of Innovation festivals held	Number of Innovation festivals held	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO)
		Develop collaborations with other innovation & incubation centres	Number of active collaborations	Number of active collaborations	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (RIO)
	Host open weeks at Chandaria BIIC and Industrial and Technology Park	Number of Open Weeks held	1 Open Week held per year	✓	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO)
		Increase in number of business ideas incubated	% increase in number of business ideas incubated	10% increase in number of business ideas incubated	✓	✓	✓	✓	✓	✓	July 2016- July 2026
				Number of staff and students who have established an enterprise or sold a license	10 annually	✓	✓	✓	✓	✓	✓

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
			out of their research								
	Host innovation and entrepreneurship events tailored to offer incentives for innovation	Organize and host boot camps bi-annually	Number of boot camps held	3 boot camps held per year	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO)
		Hold hackathons to create solutions tailored at SDGs among other company specific challenges	Number of hackathons held	One hackathon per year	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO)
	Engage Secondary Schools, Collages, Technical & Vocational Institutions, informal sector on innovation and entrepreneurship	Establish partnerships with Secondary schools, colleges and technical vocational institutions to sensitize them on the need and opportunities for innovation and entrepreneurship at Kenyatta University	Number of joint events held with Schools/ Colleges/ TVETs/ on innovation and entrepreneurship	Four joint events held every year	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO)
			Number of ideas harvested from Science and Engineering congress, NACOSTI and University exhibitions	20 Ideas per year	✓	✓	✓	✓	✓	July 2016- July 2026	DVC (RIO)

Phases: All Phases are Two Years Each

Phase: I -July 2016 to June 2018

Phase: II
-July 2018 to June 2020Phase: III
-July 2020 to June 2022Phase: IV
-July 2022 to June 2024Phase: V
-July 2024 to June 2026

Strategic Goal: To Advance Research, Innovation, Science and Technology for Impactful Societal Development											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Facilitate transfer of technology and commercialization of intellectual property that accelerate achievement of Vision 2030, SDGs and the Big 4 Agenda	Engage researchers to disclose intellectual property in their research products	Hold forums with researchers and faculty by department for sensitization and harvesting of intellectual property including patents	Number of invention disclosures from KU community	50 Disclosures per year	✓	✓	✓	✓	✓	July 2016- June 2026	Director, Innovation Incubation and University Industry Linkages
	Facilitate efficient patent drafting and filing with KIPi, KECOBO (copyright) and KEPHIS (plant breeders rights) arising out of the invention disclosures	Communicate to patent drafters on when they are needed and the turnaround time	Number of Patents Filed Number of Copyrights Number of Plant Varieties	20 Patents 500 copyrights 15 Plan Varieties	✓	✓	✓	✓	✓	July 2016- June 2026	Director, Innovation Incubation and University Industry Linkages
	Promote the establishment of start-ups that support market penetration of research products that accelerate achievement of Vision 2030, SDGs and the Big 4 Agenda	Offer registration, incubation and fabrication services to this start- ups	Number of start-ups registered	20 Start-ups per year	✓	✓	✓	✓	✓	July 2016- June 2026	Director, Innovation Incubation and University Industry Linkages
	Facilitate uptake of technologies and know-how from the Kenyatta University community to industry	Craft and negotiate effective contracts between the licensee (industry partner) and licensor (KU or member of KU community)	Number of Technology Transfer Contracts	12 technology transfer contracts	✓	✓	✓	✓	✓	July 2016- June 2026	Director, Innovation Incubation and University Industry Linkages

Phases are Two Years Each

Phase: I	-July 2016 to June 2018
Phase: II	-July 2018 to June 2020
Phase: III	-July 2020 to June 2022
Phase: IV	-July 2022 to June 2024
Phase: V	-July 2024 to June 2026



5.1 Introduction

Kenya's vision for health is to provide high quality, equitable and affordable health to all citizens in line with the Kenya Vision 2030 and the Government's Big Four Agenda. To achieve this, the vision recognizes the role of the private sector and other corporate bodies in improving the delivery of health care in partnership with the public sector. One area through which the private sector and corporate bodies can partner in health is provision of basic infrastructure. Basic health infrastructure is an important determinant of the quality of medical training and healthcare provided and the research conducted. Indeed, health infrastructure is a key flagship project of the Kenya Health Sector Strategic and Investment plan (2013-2017). Further, to facilitate the realization of Kenya Vision 2030's biomedical and clinical research agenda, Kenyatta University will endeavour to transform biomedical and clinical research. This is one of the reasons Kenyatta University Referral and Research Hospital (KURRH) is exploring possibilities of partnership with private sector in operationalization of the hospital. To facilitate realization of the National Health Care Vision, the quality of medical training, Kenyatta University will give priority to among others, establishment of a robust health infrastructure network through the proposed Kenyatta University Health Hub. Realization of this Hub will entail operationalization of the Kenyatta University Referral and Research Hospital (KURRH) and Kenyatta University Children's Hospital.

Developing a highly qualified human resource to provide quality health care and conduct impactful medical research is especially very important in the context of low impact medical research and the presence of a large youthful, middle-aged and highly productive population with increasing chronic and lifestyle diseases and appreciation of equity in provision of health. Further, patient safety and quality of health care as well as increasing consumer and community expectations of health care are also key considerations.

During the 2016-2026 plan period, Kenyatta University will produce highly trained and qualified medical professionals who will provide contemporary patient-centred, interdisciplinary and collaborative health care. This is aimed at reducing the burden of disease as well as reversing medical tourism from Kenya. The hospital will also provide a platform for research and outreach. This can be realized through undertaking robust biomedical and clinical research. Such a research ensures valid, accurate and reliable generation of knowledge and data that is necessary for decision making as well as transforming health care. The University will realize this through establishing the Institute for Non-Communicable Diseases and Disability Management as well as the Institute of Infectious Diseases Management. This Centre will put predominant emphasis on biomedical research and clinical trials with a view to creating a seamless continuum between the scientific inquiry and discovery carried out in the University's School of Health Sciences, the care delivered through its health hub, and the broad outreach that measurably impacts the health of our local and global communities.

5.2 Flagship Projects

- i Operationalization of Kenyatta University Referral and Research Hospital (KURRH).
- i Construction of Kenyatta University Children's Hospital
- i Establish the Institute of Non-Communicable Diseases and Disability Management.
- iv Establish the Institute of Infectious Diseases Management.

5.3 Strategic Goal and Objectives

The Strategic goal is to establish a globally competitive medical training, research and health care hub. To realize this strategic goal, the University will pursue the following strategic objectives:

- i. To provide quality healthcare services to students, staff and all including the Kenyatta University community through NHIF card system to supplement the services of Directorate of University Health Services
- ii. To provide quality and specialized paediatric care
- iii. To produce highly qualified health care professionals, researchers, educators and leaders
- iv. To transform medical training, research and healthcare through innovative biomedical & clinical research

5.4 Key Targets and Expected Outputs

- i. Completed, fully equipped and operational KURRH
- ii. Completed, fully equipped and operational Kenyatta University Children's Hospital
- iii. Highly qualified medical professionals
- iv. Fully established and functional Centre for Medical Research and Continuing Education that will comprise the Institute of Non-Communicable Diseases and Disability Management and the Institute of Infectious Diseases Management
- v. High impact biomedical and clinical research that contributes to the quality of teaching and health care provision
- vi. Policies that ensure access of the hospitals' referral services to the Kenyatta University community
- vii. Improved healthcare provision for the Kenyatta University community.

5.5.5 Log Frame: Quality Medical Training, Research and Healthcare Provision

Strategic Goal: A Globally Competitive Medical Training, Research and Health Care Hub.											
Strategic Objectives	Strategies	Activities	Performance Indicators	Output/ Outcomes	Time Frame / Phases					Implementation period	Responsibility
					I	II	III	IV	V		
To provide quality healthcare	Ensure completion of construction and equipping The KURRH	Finalize construction of KURRH	Completed construction of KURRH	Completed construction of KURRH	✓					July 2016-June 2018	Vice-Chancellor CEO KURRH
		Equip KURRH	Number of equipment bought and fixed	Equipped KURRH	✓	✓				July 2016-June 2020	Vice-Chancellor CEO KURRH
	Operationalization of KURRH	Recruit qualified and adequate personnel for KURRH	Interviews	Qualified personnel	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor CEO KURRH
		Establish Governance structure	Governance Structure in place	Governance Structure in place	✓					July 2016-June 2018	Vice-Chancellor CEO KURRH
		Undertake human resource planning	Staff establishment	Operational staff establishment	✓					July 2016-June 2018	DVC (Administration) CEO KURRH

Strategic Goal: A Globally Competitive Medical Training, Research and Health Care Hub.										
Strategic Objectives	Strategies	Activities	Performance Indicators	Output/ Outcomes	Time Frame / Phases					Responsibility
					I	II	III	IV	V	
Provide quality health care services, including to Kenyatta University community	Improve health welfare of Kenyatta University students, staff and all including Kenyatta university community.	Develop and implement a referral policy to the Kenyatta University Hospitals for Kenyatta University community	Policy in place	Policy	✓	✓	✓	✓	✓	Vice-Chancellor DVC (Administration) CEO KURRH
To provide quality and specialized paediatric care	Establish a Children's Hospital	Write grant proposal	Number of grant proposals submitted for fundraising	2 proposals written per year	✓	✓	✓	✓	✓	Vice-Chancellor CEO KURRH
		Construct the Children's hospital	Hospital completed	Hospital completed	✓	✓	✓	✓	✓	Vice-Chancellor CEO KURRH
		Operationalize the Children's hospital	Operational Children's hospital	Operational Children's hospital				✓		Vice-Chancellor CEO KURRH
		Carry out market survey	Market survey report	Survey report	✓	✓	✓	✓	✓	Vice-Chancellor CEO KURRH
		Mount the programmes	Number of programs mounted	All new programs mounted	✓	✓	✓	✓	✓	Vice-Chancellor CEO KURRH
To Produce highly qualified health care professionals,	Develop and offer clinical programmes									

Strategic Goal: A Globally Competitive Medical Training, Research and Health Care Hub.											
Strategic Objectives	Strategies	Activities	Performance Indicators	Output/ Outcomes	Time Frame / Phases					Implementation period	Responsibility
					I	II	III	IV	V		
researchers, educators, and leaders	Review existing programmes	Identify and review programmes	Number of programmes reviewed per year	All programmes reviewed when due	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor CEO KURRH
	Attract and admit students with relevant qualifications	To advertise for programmes	Number of students admitted	Number of students admitted	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor CEO KURRH
	Enhance relationship with existing hospitals current offering training facilities	Continue engagement with the current level 5 hospitals	Number of students taking practical classes in other hospitals	Number of students taking practical classes in other hospitals	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor CEO KURRH
To transform medical training and health care through innovative biomedical & clinical research	Establish a strong interface between Kenyatta University College of Health Sciences and other institutions.	Develop policy on the relationship	Policy in place	Policy in place	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor CEO KURRH

Strategic Goal: A Globally Competitive Medical Training, Research and Health Care Hub.											
Strategic Objectives	Strategies	Activities	Performance Indicators	Output/ Outcomes	Time Frame / Phases					Implementation period	Responsibility
					I	II	III	IV	V		
	That will comprise of institutes	Write grant proposals for establishment of Institute for Non-Communicable Diseases and Disability Management and the Institute of Infectious Diseases Management	Number of proposals written	5 proposals written per year	√	√				July 2016-June 2020	Vice-Chancellor CEO KURRH
			Amount of funds raised through grant proposals	Amount raised To cost approximately KShs 1.2 Billion for building and equipping	√	√	√	√	√	July 2016-June 2026	Vice-Chancellor CEO KURRH
			Operational Institutes of Non-Communicable Diseases and Disability Management as well as Institute of Infectious Diseases Management	Operational Institutes of Non-Communicable Diseases and Disability Management as well as Institute of Infectious Diseases Management	√	√				July 2016-June 2019	Vice-Chancellor CEO KURRH

Strategic Goal: A Globally Competitive Medical Training, Research and Health Care Hub.									
Strategic Objectives	Strategies	Activities	Performance Indicators	Output/ Outcomes	Time Frame / Phases				
					I	II	III	IV	V
	Undertake health research	Allocate funds for research in health	Amount of funds allocated per year	Amount of funds allocated per year	✓	✓	✓	✓	✓
		Develop Clinical training programmes for research in health	Number of programmes developed per year	Number of programmes developed per year	✓	✓	✓	✓	✓
		Train researchers	Number of researchers trained per year	Number of researchers trained per year	✓	✓	✓	✓	✓
		Conduct research	Number of research reports per year	Number of research reports per year	✓	✓	✓	✓	✓
	Utilize research uptake for health promotion and medical training	Identify best practices from research results	Number of best practices identified from research and applied in KU Health Hub per year	2 medical breakthroughs per year	✓	✓	✓	✓	✓

Strategic Goal: A Globally Competitive Medical Training, Research and Health Care Hub.											
Strategic Objectives	Strategies	Activities	Performance Indicators	Output/ Outcomes	Time Frame / Phases					Implementation period	Responsibility
					I	II	III	IV	V		
To initiate and sustain collaborations and partnerships in health care provision and training	To initiate and sustain collaborations and partnerships in health care provision and training	Identify potential partners	Number of partners identified	Number of partners identified	✓	✓	✓	✓	✓	July 2016 – June 2026	Vice-Chancellor CEO KURRH
		Engage potential partners	Number of partners engaged	Number of partners engaged	✓	✓	✓	✓	✓	July 2016 – June 2026	Vice-Chancellor CEO KURRH
		Sign MoUs /MoAs	Number of MoUs /MoAs signed	Number of MoUs /MoAs signed	✓	✓	✓	✓	✓	July 2016 – June 2026	Vice-Chancellor CEO KURRH
	Develop novel inter-disciplinary and inter-professional programs and projects	Implement the MoUs /MoAs	Number of collaborative research/ teaching activities on schedule	Collaborative research/ teaching activities on schedule	✓	✓	✓	✓	✓	July 2016 – June 2026	Vice-Chancellor CEO KURRH

Phases: All Phases are Two Years Each

Phase: I -July 2016 to June 2018

Phase: II
-July 2018 to June 2020Phase: III
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-July 2024 to June 2026





6.1 Introduction

Stakeholders may be defined as categories of individuals or groups that have a stake in an organization. They are influenced by, and have an influence on, the activities of the organization. The Universities Act, 2012 defines a stakeholder as a person or group of persons involved in an education, training and research institution and with vested interests for the benefit of such an institution. In line with this definition, the stakeholders in the Strategic and Vision Plan 2016-2026 will be taken to refer to persons or entities of people that are influenced by, or influence, Kenyatta University's vision and mission.

Kenyatta University has several stakeholders who contribute to her well-being, while expecting satisfaction from the institution. We may divide the KU stakeholders into two categories: the **internal** and the **external**. The internal include the student community and the staff. The students are the key clientele of the services or contributions made by the other stakeholders. In return they have specific obligations to the institutions. The external stakeholders include the central and county governments, development partners, alumni, regulatory professional and statutory bodies, service providers, and the local community around the University. Each of these stakeholders contributes in different ways to the mission of the University, while at the same time having expectations that need to be met by the University. It is expected therefore that during the plan period 2016-2026, the University partners with the stakeholders to create an enabling and conducive learning environment that should lead to skilled graduates who will contribute to the realization of the SDG's, Vision 2030 and the Big 4 Agenda. Such expectations include open and accountable governance, and prudent use of resources that they avail to the University.

6.2 Flagship Projects

- i) Construction of the Student Recreational Centre
- ii) Construction of 10,000 bed capacity student hostels
- iii) Establishment of a Career Resource Centre
- iv) Strengthen portfolio for partnership and collaborations to support University's commitment to excellence
- v) Strengthen Alumni Office to promote consultative forums with Alumni and resource mobilization
- vi) Engagement with the regulatory and professional bodies in university programmes to ensure compliance
- vii) Engagement with staff unions in improvement of staff welfare

6.3 Strategic Goal and Strategic Objectives Strategic Goal

To Meet and Exceed the Expectations of both Internal and External Stakeholders

Strategic Objectives

- i) To provide holistic and rich experiences for students
- ii) Make KU an all-inclusive institution
- iii) To strengthen the involvement of staff in the advancement of University mandate and in improving University operations
- iv) To strengthen the involvement of Alumni in the growth and development of the University
- v) To engaging with government and its agencies in the fulfilment of the University mission
- vi) To ensure compliance with the regulatory bodies
- vii) To improve labour relations through involvement of staff unions
- viii) To enhance University Community relationship/partnership
- ix) To effectively engage the suppliers in a mutually beneficial manner

6.4 Key Targets and Expected Outputs

- i) Improvement in Customer Satisfaction Index
- ii) Enhanced engagement of alumni in University activities
- iii) Increase in funds raised by the alumni

6.5 Log Frame: Stakeholders Engagement

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame				Implementation period	Responsibility
					Phases					
					I	II	III	IV		
To provide holistic and rich experience for students	Inducting and continuously guiding students on ethical conduct in the university	Orientate all new students on university policies and regulations governing student conduct	Number of orientations in a year	Six orientations in a year.	√	√	√	√	July 2016-June 2026	DVC (Academic)
		Review and provide students with updated orientation documents	Number of students issued with updated documents	All newly admitted students	√	√	√	√	July 2016-June 2026	DVC (Academic)
		Review of the social media policy	Reviewed Social media Policy	100% implementation of the policy	√	√	√	√	July 2016-June 2026	DVC (Academic)

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Upload all students' policies and handbooks in the website	Number of policies uploaded	100% uploading of all policies and handbooks Number of students accessing the policies and handbooks online	√	√	√	√	√	July 2016-June 2026	DVC (Academic)
Strengthening chaplaincy services to address students' personal, spiritual and developmental needs	Review policy guidelines on work of chaplains and Imam	policy in place	policy in place	Policy	√	√	√	√	√	July 2016-June 2026	Director, Student Affairs;
	Implement policy guidelines on work of chaplains and Imams	policy in place	policy in place	Policy implemented 100%	√	√	√	√	√	July 2016-June 2026	Director, Student Affairs;

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame				Implementation period	Responsibility
					Phases					
					I	II	III	IV		
		Develop and disseminate content addressing moral and ethical issues for airing on KUFM and KU TV	Number of programmes	Weekly programme broadcast	√	√	√	√	July 2016-June 2026	Director KUTV
		Make KU TV and FM Radio accessible to all students	Number of students accessing KU TV and FM radio	Number of students responding or calling or texting during specific programmes	√	√	√	√	July 2016-June 2026	Director KUTV
		Hold interfaith thanks-giving service	Number of services	One service per year		√	√	√	July 2016-June 2026	Director, Student Affairs;
	Strengthen wardenship in the main and satellite campuses	Develop a policy guidelines for wardenship	Policy in place	Policy	√	√			July 2016-June 2017	DVC (Administration)

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Implement policy guidelines for wardenship	Policy in place	Policy implemented 100%		√	√	√	√	July 2016-June 2026	DVC (Administration)
		Cascade the warden support service to satellite campuses	Number of satellite campuses with wardens	All satellite campuses	√	√	√	√	√	July 2016-June 2026	DVC (Administration)
	Expand and improve student participation in co-curricular, cultural,	Coordinate the operations of clubs, societies and associations	Reports from clubs, societies and associations	Annual reports from all clubs, societies and associations	√	√	√	√	√	July 2016-June 2026	Director, Student Affairs

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders									
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame Phases				
					I	II	III	IV	V
					Implementation period				
	recreational and community outreach activities	Encourage student volunteerism and coordinate their participation in community outreach activities	% increase in number of student volunteers and community outreach activities	5% annual increase in student volunteers and community outreach Regular reports from the recipients of the outreach activities	√	√	√	√	√
					July 2016-June 2026				
		Facilitate student participation in local, national and international co-curricular competitions	Increase in number of students participants and number of major external awards obtained	5% increase in the number of local, national and international activities participated in and awards obtained	√	√	√	√	√
					July 2016-June 2025				
									Director, Community Outreach
									DVC(Academic)

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
		Organize annual cultural fair	Number of students participating in the cultural fairs Number of external participants in the cultural fair	Cultural Fair	I	II	III	IV	V	July 2016-June 2026	DVC (Academic)
					✓	✓	✓	✓	✓		
	Enhancing student Honours and Awards scheme	Develop a policy guideline on honours and Award scheme for students	Policy in place	Policy	✓					July 2016-June 2017	DVC (Academic)
		Operationalize policy on honours and Award scheme	Level of compliance with the policy	100% Compliance with the policy	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders												
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility	
					Phases							
					I	II	III	IV	V			
		for students 10 million	Number of organizations contributing towards the awards	5% increase in the number of organizations and philanthropists participating	5% increase in the number and categories of students awarded	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
	Strengthen student governance structure	Revise KUSA constitution as need arises	Revised constitution	Revised constitution	Revised constitution	✓	✓	✓	✓	✓	July 2016 and July 2022	DVC (Academic)

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Organize congressional free and fair election	List of elected KUSA leaders	Elections held Reduction in the number of electoral disputes filed	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Academic)
		Build capacity of the student leaders	Number of capacity building events	At least two events per academic year Number of leaders trained	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Organize KUSA spearheaded community outreach	Number of Community Outreach activities	At least two per year	✓	✓	✓	✓	✓	July 2016- June 2026	DVC(Academic)

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Responsibility
					Phases					
					I	II	III	IV	V	
	Strengthen and expand the existing support systems for orphans and vulnerable students office	Mobilize for more funds from both the university and outside partners	Increase in funds raised	5% increase in funds raised per annum 5% increase in number of partners participating	✓	✓	✓	✓	✓	DVC (F& D)
		Offer support to needy and vulnerable students	% increase in number of students supported	5% annual increase in number of students supported	✓	✓	✓	✓	✓	DVC (F&D)
	Design and implement student work study programme	Programme in place	Number of students in the work study programme	Work study programme implemented	✓	✓	✓	✓	✓	DVC (Administration)
		Annual increase in the number of students on work study								

[illegible]

Transforming Higher Education... Enhancing Lives

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
	To design, develop and implement a comprehensive wellness programme for students and staff.	Strengthen peer counsellors support services	Increase in number of peer counsellors	Increment in number of peer counsellors to the ratio 1:500 by 2026	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Strengthen professional counsellors support service under the Wellness Centre	Increase in number of professional counsellors	5% increase in professional counsellors							
		Increase awareness campaign and interventions on sex, alcohol and substance abuse	Number of awareness campaigns held	Two per year	✓	✓	✓	✓	✓	July 2016-June 2026	Director, Wellness and Lifestyle Awareness

[illegible]

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame Phases				Implementation period	Responsibility	
					I	II	III	IV			
	Build an all-round KU student through mentorship and mentoring programme	Recruit and train new staff mentors	% increase in number of staff mentors	100% increase in number of staff and peer student mentors	√	√	√	√	July 2016-June 2026	DVC (Academic)	
			%increase in number of peer student mentors	10% percentage increase in number of students mentored							
		Recruit and train new peer student mentors	Number of mentored Students								
			Number of trainings for staff and students								
	Strengthen the Career Development and Mentorship Programmes	Organise a Career Fair	Annual career fair	Career Fair	√	√	√	√	July 2016-June 2026	Director, Career Development and Mentorship Programmes	
			% increase in number of companies participating	10% annual increase	√	√	√	√	√	July 2016-June 2026	

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
			% increase in number of High Schools participating	10% annual increase	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
			% increase the amount of sponsorship	10% annual increase	✓	✓	✓	✓	July 2016-June 2026		
			% increase in number of partnerships	5% annual increase	✓	✓	✓	✓	July 2016-June 2026		
		Build and strengthen partnership with potential employers									
		Place students for internship and attachment programmes	% increase in number of students placed	5% annual increase in the number of students placed	✓	✓	✓	✓	✓	July 2016-June 2026	

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame Phases					Implementation period	Responsibility
					I	II	III	IV	V		
								% increase in the number of host organizations for internships and attachment	5% increase in the number of organizations for internships and attachment		
	Strengthen the Student Work Induction Programme (SWIP)	Strengthen collaboration framework between KU and Partners	Number of collaborations and number of students benefiting from it	10% annual increase in number of students in SWIP programme	√	√	√	√	√	July 2016-June 2026	DVC RIO
				5% increase in the number of organizations for internships and attachment							

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame Phases					Implementation period	Responsibility
					I	II	III	IV	V		
	Increase accommodation space for students	Construct new student hostels	Percentage increase in the number of students accommodated on campus	25,000 students accommodated on campus by 2026	✓	✓	✓	✓	✓	July 2016-June 2026	DVC F & D
		Renovation of existing student hostels									
	Provide support services to hostel residents	Increasing indoor recreational facilities such as games and TV rooms	Functional facilities in place	All hostels with functional facilities	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D)
		Enhancing online accommodation application and room allocation	% number of online application and allocation	100% online application and allocation	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
		Fumigation of hotels	% of hostels fumigated per academic year	100% hostels fumigated per academic year	✓	✓	✓	✓	✓		

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
	Liaise with external providers for safe off- campus accommodation for non- resident students	Build partnership with off- campus accommodation providers	Percentage increase in approved off- campus accommodation	10% annual increase Higher students satisfaction index with the off- campus accommodation	√	√	√	√	√	July 2016-June 2026	DVC (Administration)
	To expand catering services	Renovate catering facilities	Renovated catering facilities	At least two per year	√	√	√	√	√	July 2016-June 2026	DVC F & D;
		Build new catering facilities	New catering facilities in place	One per year							

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Create a standard and innovative recipe book	% of catering units using the Standard and innovative recipe book	100% of catering units using the standard and innovative recipe book	✓	✓	✓	✓	✓	July 2016-June 2026	DVC F & D;
			Increase in number of students catering services	Developed the standard and innovative recipe book 80% of students using catering services	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Build capacity of catering staff	Number of capacity building events/training	Two per year 100% Number of staff trained	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders									
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame Phases				
					I	II	III	IV	V
Enhance provision of quality and effective health services		Scheduled maintenance of health care equipment	Number of health care equipment maintained	All health care equipment maintained	√	√	√	√	√
		Hold outreach clinics Ksh 2M	Number of clinics held	2 clinics held per year	√	√	√	√	√
		Establishment of additional specialists clinics	Number of clinics established	One additional clinics per year	√	√	√	√	√
		Carry out customer satisfaction surveys	Satisfaction index	1% annual increase on satisfaction index	√	√	√	√	√
Strengthen the involvement of staff in the advancement of University mandate and in	Increased opportunities for staff participation in university operations	Engage staff in decision making in all levels of governance	Number of capacity building forums on governance issues.	2% increase in the number of fora held and staff trained	√	√	√	√	√

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame Phases					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Improving university operations		Engage staff on resource mobilization and grant writing/ fund raising	% increase in grants and funds raised	2% Increase per annum	√	√	√	√	√	July 2016-June 2026	DVC RIO
			% increase capacity building workshops	2% increase in capacity building workshops and staff trained	√	√	√	√	√	July 2016-June 2026	DVC RIO
		Engagement of staff in community voluntary services	No. of teaching staff engaged in community voluntary services	10% annual increase in number of staff taking voluntary community services	√	√	√	√	√	July 2016-June 2026	Director COEP

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Strengthen the involvement of Alumni in the growth and development of the University	Strengthen the existing consultative forums for engagement with alumni	Engage alumni in resource mobilization	Number of forums held with alumni	5% increase in funds raised	√	√	√	√	√	July 2016-June 2026	Director, Alumni and Resource Mobilization
		Amount of resources and funds raised									
		Alumni re-union day held annually	Alumni re-union day held annually	√	√	√	√	√	July 2016-June 2026	Director, Alumni and Resource Mobilization	
		Organize the Annual Alumni Reunion and awards	Number of awards and people awarded	Number of awards and people awarded							

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Strengthen portfolio for partnership and collaborations to support University commitment to excellence	Expand the proportion of budget from external funds	Engage alumni in the diaspora in KU Foundation activities Initiate the KU Foundation – Kenya Chapter	Amounts of resources raised KU Foundation Kenya Chapter established	5% increase in the funds raised KU Foundation Kenya Chapter established	√	√	√	√	√	July 2016-June 2026	Director Alumni
Strengthen portfolio for partnership and collaborations to support University commitment to excellence	Enhance opportunities between the university and its partners	Initiating new partnership opportunities for both university and its partners	No of new partnerships per year	3 new partners per year	√	√	√	√	√	July 2016-June 2026	DVC (Academic)
Strengthen portfolio for partnership and collaborations to support University commitment to excellence	Engage development partners in provision of	Engage in sponsoring students	No. of students sponsored by partner	Enhanced resource base	√	√	√	√	√	July 2016-June 2026	DVC (F&D)

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame Phases					Implementation period	Responsibility
					I	II	III	IV	V		
	Sponsorships and Internships	Engage students in internships	% increase in number of students offered internships	10% annual increase	√	√	√	√	√	July 2016-June 2026	DVC (Academic)
		Hold joint corporate social responsibility events	No. of events	Visibility and marketing of university	√	√	√	√	√	July 2016-June 2026	Registrar (Corporate Affairs)
To continue engaging with government and its agencies in the fulfilment of the university mandate in line with national development agenda and	Partner with government agencies to support effective and sustainable university education	Lobby the government to provide adequate resources for university expansion and development	Resources from government	Increase in the resources from government	√	√	√	√	√	July 2016-June 2026	Vice-Chancellor

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
international commitment	Engagement of government agencies in provision of resources and services	Liaise with the government in the achievement of vision 2030 and national development agenda	No of linkages created in support of university goals as well as the Big Four Agenda	5% increase the number of linkages	√	√	√	√	√	July 2016-June 2026	Vice-Chancellor
To ensure compliance of university programmes with regulatory bodies requirements	Engagement with the regulatory and professional bodies to ensure compliance	Acquire the requirements from the various regulatory & statutory bodies Develop a framework for compliance Implement the framework for compliance	Level of compliance Framework for compliance developed	100% compliance Inspection Report and certification	√	√	√	√	√	July 2016-June 2026	DVC (Academic)

Strategic Goal: To Meet and Exceed the Expectations of both Internal and External Stakeholders										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame Phases				Implementation period	Responsibility
					I	II	III	IV		
To enhance University Community relationship/partnership Engage the community for mutual benefit	Create platforms for interaction with targeted communities	Organize forums for the University and Community to Interact	Number of community interactive forums held	Enhanced visibility of the University	✓	✓	✓	✓	July 2016-June 2026	Registrar (Corporate Affairs)
To enhance the University-Suppliers relationship/partnership	Create platform to engage suppliers in discussions to enhance the business relationship	Create platforms to engage the suppliers annually	Reduction of non performing suppliers Platform reports	100% compliance for all suppliers	✓	✓	✓	✓	July 2016-June 2026	DVC F & D
		Involve suppliers in contributing to University activities	Amount of contribution from the university suppliers			✓	✓	✓	July 2016-June 2026	
To improve labour relations through involvement of staff unions	Engage staff unions in improvement of staff welfare	Negotiate and sign CBAs with all unions	All unions signing CBAs	All unions signing CBAs		✓	✓	✓	July 2016-June 2026	DVC (Administration)

Phases: All Phases are Two Years Each

Phase: I -July 2016 to June 2018

Phase: II
-July 2018 to June 2020Phase: III
-July 2020 to June 2022Phase: IV
-July 2022 to June 2024Phase: V
-July 2024 to June 2026



7.1 Introduction

In this plan period, cognisant of our core values: respect, integrity, commitment, hard work, excellence and tolerance, Kenyatta University (KU) will continue to be guided by the principles of good governance, sound management as well as inspirational and transformative leadership, characterized by corporate participation, consensus, accountability, transparency, responsiveness, effectiveness and efficiency, inclusiveness and equity, and respect for the rule of law. These principles are entrenched in the legal and policy frameworks that include the Constitution of Kenya, 2010; Kenya Vision 2030 and Mwongozo: Code of Governance for State Corporations, 2014.

In addition, KU's integrated marketing and communications (IMC) plan will continue to provide the route map for innovative and holistic approaches to internal/and external promotion strategies designed to strengthen a sense of ownership and enhance corporate image. During this plan period, KU will also refocus and enhance its corporate social responsibility (CSR) to focus on the Big Four agenda based on clearly defined activities within and outside its physical environments, thus sustaining its mandate of transforming higher education for the wellbeing of humanity.

Based on the Occupational Safety and Health Act 2007 and 2012, the Security Act Kenya 2014 and Public Health Act 2012 on food drugs and chemical substances, KU will implement strategies that enhance security within the workplace, work/occupational safety and health, incident and accident prevention, and the control of risks in the University working environment

7.2 Corporate Governance and Management

Kenyatta University ascribes to an all-inclusive system of decision-making processes that reflect the globally acclaimed tenets of good governance, respect for the rule of law and consultation with its council. KU will continue advancing the ethics of strategic management, focusing on results-oriented undertakings that are designed to yield quality services and products in ways that are cost-effective, efficient and informed by risk-management assessments. KU will strengthen leadership capabilities among its actors in ways that inspire participation, collectivity of strengths, knowledge, and willpower with the aim of maximizing efficiency and effectiveness in attainment of clearly defined targets.

7.2.1 Flagship Projects

- i) Strengthening good governance practices characterized by prudent, transparent and accountable management of resources (human, material and financial)
- ii) Operationalization of comprehensive and fully functional University planning and strategy unit

7.2.2 Strategic Goals and Strategic Objectives Strategic Goals

- i) Effective and prudent university governance in accordance with the principles (Integrity and Fairness, Accountability, Efficiency and Effectiveness, Responsibility, and Transparency) and practices (Build a strong, qualified board of directors and evaluate performance, Define roles and responsibilities, Emphasize integrity and ethical dealing, Evaluate performance and make principled compensation decisions, Engage in effective risk management) of good corporate governance
- ii) An inspired university community through visionary leadership

Strategic Objectives

- i) Entrench and enhance corporate participation and involvement
- ii) Mainstream the principles of good corporate governance in all University operations
- iii) Enhance the flow of management processes
- iv) Strengthen performance management systems for excellence in service delivery
- v) Entrench KU vision in all University activities
- vi) Strengthen staff leadership and management skills
- vii) Inculcate a culture of institutional identity and ownership amongst staff and students
- viii) Strengthen student governance and leadership

7.3 Marketing and Communication

During this plan period, KU will implement its integrated marketing and communications (IMC) plan to steer reshaping of brand perception and enhancement of institutional identity and culture. The University will continue to map out and engage in the markets from which it competes for clients (students) and potential employers of its graduates; strategic collaborators and partners, and sponsors of its events while also increasing institutional brand awareness, through engagement with alumni and community stakeholders.

7.3.1 Flagship projects

- iii) Setting up a Central Information and Service Centre to provide a complete customer service experience
- iv) Strengthen digital marketing

7.3.2 Strategic Goals and Strategic Objectives Strategic Goal

Kenyatta University is market leader and first choice university in Kenya

Strategic Objectives

- v) Enhance and protect the KU brand
- vi) Create a sustainable competitive edge in institutional activities
- vii) Develop mutually beneficial relationship with employers of KU graduates
- viii) Develop and implement an integrated and effective communications system
- ix) Increase awareness about KU's teaching, research and service and increase brand loyalty and engagement through social media
- x) Strategically tell KU's story to advance the University's priorities
- xi) Develop capacity for marketing the KU Brand

7.4 Corporate Social Responsibility

Kenyatta University will institutionalize a culture of corporate social responsibility (CSR) and align CSR activities to the universities mandate of teaching research and service to community aimed at optimally engaging the university community in using available evidence to inform its community outreach and extension (CO&E) projects aimed at solving challenges facing majority of Kenyans in various contexts and changing times.

7.4.1 Flagship projects

- i) Devolution of CSR to schools, sections and departments.

7.4.2 Strategic Goal and Objectives

CSR mainstreamed in schools, departments and divisions

Strategic Objectives

- ii) Offer University mandate related CSR support to the community with an emphasis on the Big Four.
- iii) Inculcate a sense of responsibility to society among KU community
- iv) Strengthen the Community Outreach and Extension function
- v) Entrench a corporate culture in community outreach and extension
- vi) develop and advance partnerships for CO&E projects to benefit both the community and University

7.5 Safety and Security

Kenyatta University remains committed to maintaining and promoting a safe, secure, healthy and injury-free environment to all employees, documents, equipment and assets. During this plan period, KU will implement strategies that enhance security within the workplace; work/occupational safety and health; incident and accident prevention and the control of risks in the University working environment. This is in compliance with constitutional requirements as well as the Occupational Safety and Health Act 2007 & 2012, the Security Act Kenya 2014 and Public Health Act 2012 on food drugs and chemical substances.

7.5.1 Flagship projects

- i) Establish on campus police unit, a dog unit and emergency response unit
- ii) Development of University safety and security policies
- iii) Establish a safety unit for monitoring and auditing environmental safety and occupational health

7.5.2 Strategic Goal and Strategic Objectives Strategic Goal

A safe and secure university environment

Strategic objectives

- i) To enhance security in KU Main and Satellite Campuses
- ii) To enhance safety in KU Main and Satellite Campuses

7.6 Log Frame: Governance

Strategic Goal: Effective and prudent university governance in accordance with the principles (Integrity and Fairness , Accountability, Efficiency and Effectiveness, Responsibility, and Transparency) and practices (Build a strong, qualified board of directors and evaluate performance , Define roles and responsibilities, Emphasize integrity and ethical dealing , Evaluate performance and make principled compensation decisions, Engage in effective risk management) of good corporate governance											
Strategic objective	Strategies	Activities	Performance Indicators	Output/ Outcomes	Timeframe/ Phases					Implementation Period	Responsibility
					I	II	III	IV	V		
To entrench and enhance corporate participation and involvement	Review the Kenyatta University Statutes and Service Charter	Initiate the review process Make provisions in the Statutes for representation of staff in key decision making processes	Identified components for revision	Statutes reviewed and approved	✓					July 2016-June 2018	Vice-Chancellor
		Review the statutes	Reviewed statutes	Statutes reviewed and implemented	✓					July 2016-June 2018	
		Make provisions in the Statutes for representation of staff in key decision making processes	Having the provision captured in the Statutes	Statutes reviewed and approved	✓					July 2016-June 2018	
		Sensitize the university community on reviewed statutes	Reports of sensitization sessions	University Community sensitized		✓	✓	✓	✓	July 2020- June 2026	
		Review the service charter	An operational service charter per department and section developed	Service charters in place in all areas		✓	✓	✓	✓	July 2020 – June 2026	
		Sensitize staff on	Number of staff	Staff		✓	✓	✓	✓	July 2020 – June	

Phases: All Phases are Two Years Each

Phase: I	-July 2016 to June 2018
Phase: II	-July 2018 to June 2020
Phase: III	-July 2020 to June 2022
Phase: IV	-July 2022 to June 2024
Phase: V	-July 2024 to June 2026

7.7 Log Frame: Management

Strategic Goal: Effective and prudent university governance in accordance with the principles (Integrity and Fairness , Accountability, Efficiency and Effectiveness, Responsibility, and Transparency) and practices (Build a strong, qualified board of directors and evaluate performance , Define roles and responsibilities, Emphasize integrity and ethical dealing , Evaluate performance and make principled compensation decisions, Engage in effective risk management) of good corporate governance											
	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Timeframe/ Phases					Implementation Period	Responsibility
					I	II	III	IV	V		
Enhance the flow of management processes	Rationalize units and sections to enhance efficiency and avoid duplication	Rationalize administrative structures	Number of rationalised units	Lean and efficient governance structure	✓	✓				July 2016-June 2018	Vice-Chancellor
		Conduct staff and customer satisfaction surveys	Customer/staff satisfaction surveys	Customer/ staff satisfaction surveys		✓		✓	✓	July 2018-June 2026	
	Devolve the University management functions to divisions, colleges and units	Establish and operationalize colleges Staff the colleges	Colleges established Colleges staffed	6 Colleges established All Colleges staffed	✓	✓			July 2016-June 2018 July 2016 –June 2026		
Strengthen performance management systems for excellent service delivery	Institutionalize service excellence	Develop policies for key services	Published policies	Policies for all key services	✓	✓			July 2016 –June 2020		
		Disseminate and implement policies to staff	Report of dissemination of policies	Implemented policies	✓	✓	✓	✓	July 2016 –June 2026		

Strategic Goal: Effective and prudent university governance in accordance with the principles <i>(Integrity and Fairness , Accountability, Efficiency and Effectiveness, Responsibility, and Transparency)</i> and practices <i>(Build a strong, qualified board of directors and evaluate performance , Define roles and responsibilities, Emphasize integrity and ethical dealing , Evaluate performance and make principled compensation decisions, Engage in effective risk management)</i> of good corporate governance										
Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Timeframe/ Phases					Implementation Period	Responsibility
				I	II	III	IV	V		
	and students in university									
Review and enhance performance contracting among all staff	Negotiate and sign performance contracts with all staff	Number of staff who sign performance contracts	All staff signing performance contracts	✓	✓	✓	✓	✓	July 2016 –June 2026	DVC (Administration) Director QMS&PC
	Regularly monitor performance Targets	Number of staff submitting their quarterly and annual performance contracting returns	All staff submitting their quarterly and annual performance contracting returns	✓	✓	✓	✓	✓	July 2016 –June 2026	
		Number of staff given feedback on evaluation results	All staff given feedback on evaluation results	✓	✓	✓	✓	✓	July 2016 –June 2026	

Phases: All Phases are Two Years Each

Phase: I
-July 2016 to June 2018

Phase: II
-July 2018 to June 2020

Phase: III
-July 2020 to June 2022

Phase: IV
-July 2022 to June 2024

Phase: V
-July 2024 to June 2026

7.8 Log Frame: Leadership

Strategic Goal: An Inspired University Community Through Visionary Leadership											
Strategic objective	Strategies	Activities	Performance Indicators	Outputs/ Outcome	Timeframe/ Phases					Implementation Period	Responsibility
					I	II	III	IV	V		
Entrench KU vision in all University activities	Operationalise the Planning and Strategy unit as per the Statutes	Appoint a Registrar for Planning and Strategy	Registrar Planning Appointed	An appropriately functioning planning and strategy unit	✓	✓				July 2016-June 2018	Vice-Chancellor
	Conduct a mid-term evaluation of the strategic plan	Evaluation of the strategic plan conducted across the university	A mid-term evaluation report	Implementation successes and failures identified			✓			July 2020-June 2022	Vice-Chancellor Registrar Strategy & Planning
Strengthen staff leadership and management skills	Periodically train university leaders to enable them address emerging issues in various contexts including the big four	Establish a leadership training programme and a calendar of activities	Leadership training programme and a calendar of activities	Leadership training programme and a calendar of activities in place	✓	✓	✓	✓	✓	July 2016 –June 2026	Vice-Chancellor
		Identify and engage Resource persons to train on leadership	List and number of identified resource persons	List of engaged resource persons	✓	✓				July 2016-June 2018	Vice-Chancellor
		Train all university leaders on transformative leadership	Number of trained university leaders	All University managers trained	✓	✓	✓	✓	✓	July 2016 –June 2026	Vice-Chancellor

Strategic Goal: An Inspired University Community Through Visionary Leadership											
Strategic objective	Strategies	Activities	Performance Indicators	Outputs/ Outcome	Timeframe/ Phases					Implementation Period	Responsibility
					I	II	III	IV	V		
Inculcate a culture of institutional identity ownership amongst staff and students	Cascade planning to colleges, Schools, Departments and units	Instruct various sections to develop strategic plans	Departmental developed	Implemented strategic plans	-	✓	✓	✓	✓	July 2016 –June 2026	Vice-Chancellor
	Create awareness on the vision and the plan, anthem, fundamental statements	Disseminate the fundamental statements to staff and students	Fundamental statements on the University website and all University publications	Fundamental statements on the University website and all University publications	✓	✓	✓	✓	✓	July 2016 –June 2026	Vice-Chancellor
	Offer incentives to exemplary performers amongst staff	Hold annual Staff Honours Day	Annual Honours day held	Number of staff honoured	✓	✓	✓	✓	✓	July 2016 –June 2026	Vice-Chancellor
	Streamline the management of students associations	Develop and implement University policy on staff and students association	Policy developed and implemented	Implemented policy	✓	✓	✓	✓	✓	July 2016 –June 2026	Vice-Chancellor
	Train student leaders on good governance and leadership	Organize workshops for KUSA and professional club leaders	Number of KUSA leaders trained Number of clubs and societies leaders trained	Trained KUSA leaders Trained professional clubs leaders	✓	✓	✓	✓	✓	July 2016 –June 2026 July 2016 –June 2026	Vice-Chancellor Director, Student Affairs
Strengthen student governance and leadership	Enhance the growing leaders programme	Offer growing leaders programme in the main and satellite campuses	Number of students who complete training on Growing Leaders Programme	All final year students in the programme	✓	✓	✓	✓	✓	July 2016 –June 2026	Vice-Chancellor

Phases: All Phases are Two Years Each

Phase: I -July 2016 to June 2018

Phase: II -July 2018 to June 2020

Phase: III -July 2020 to June 2022

Phase: IV -July 2022 to June 2024

Phase: V -July 2024 to June 2026

Strategic Goal: KU is Market Leader and First Choice University in Kenya											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Enhance and protect the brand of Kenyatta University	Strengthen the visibility of both academic programmes and University IGAs	Conduct targeted promotion events and advertisements	Percentage increase in student responses to advertised programmes	10% increase in student enrolment	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Registrar (Corporate Affairs) Director, PRC
			Number of promotion events for university IGAs	10% annual increase in demand for KU IGAs	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Registrar (Corporate Affairs) Director, PRC
	Standardize corporate image	Develop and implement university brand manual	University Brand manual in place	University Brand manual in place and used by staff, students and external partners.	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Registrar (Corporate Affairs)
			Number of brand ambassadors	10% increase in student umbers	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Registrar (Corporate Affairs) Director, PRC
Create a sustainable competitive edge in	Enhancing student-targeted website and e-	Putting up adverts on various media	Annual increase in enquiries	10% annual increase in enquiries	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Director, PRC
		Interacting and	Increase in	10% annual	✓	✓	✓	✓	✓	July 2016–July	

Strategic Goal: KU is Market Leader and First Choice University in Kenya

Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation period	Responsibility
					I	II	III	IV	V		
attracting students to KU	marketing (Online/social media platform) through emails, SMS, Short codes, App	follow up on customer enquiries	student enrolment	increase in student enrolment	✓	✓	✓	✓	✓	2026	Vice-Chancellor Registrar (Corporate Affairs) Online Communication Manager Director, PRC
	Enhancing distribution of KU marketing materials	Availing KU brochures, catalogue, fliers, banners during various fora including relevant conferences, secondary school career fairs	KU marketing kits available at and distributed from divisions, colleges, schools & campuses	KU marketing kits distributed widely in relevant fora including relevant conferences, secondary school career fairs	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Registrar (Corporate Affairs)
Develop mutually beneficial relationship with employers of KU graduates	Establish relationships with reputable employers in Kenya and beyond	Establish partnerships with potential employers	Increased number of student internships by potential employers	10% annual increase in partnerships	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Registrar (Corporate Affairs)
Develop and Implement an	Use digital, electronic and	Regularly update the	Increase in number of	10% annual increase in number	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor

Strategic Goal: KU is Market Leader and First Choice University in Kenya

Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation period	Responsibility
					I	II	III	IV	V		
integrated and effective communication systems	print channels of communication to enhance visibility of the University	University website	website hits	of website hits							Online Communication Manager
		Conduct online advertising banners leading to online activations	Increase in number of users in the university social media platforms	10 annual increase in number of users in the social media platforms of the university	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Online Communication Manager
		Develop communication policy	Communication policy in place	More effective communications							
Increase awareness about KU's teaching, research and service and increase brand loyalty and engagement through social media	Establish online Marketing platform	Create, oversee and maintain the University presence on social media platforms.	Increase in number of enquiries	10% increase in number of enquiries per year	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Online Communication Manager
			Number of student enrolment	10% increase in enrolment based on online inquiries	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Online Communication Manager
Strategically tell the KU's story to advance the	Develop a clear and consistent corporate	Media placements and documentaries	Increased number of stories placed annually	10% annual increase in number of stories placed annually.	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Director, PRC

Strategic Goal: KU is Market Leader and First Choice University in Kenya											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
University's priorities	narrative of KU achievements	Provide the media with information, facts and news about the University	Increase in media coverage	Increase in media coverage	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Director, PRC
	Identify public relations firms in key markets to help increase brand awareness	Public relations consultations with established PR firms to enhance our coverage	Percentage annual increase in brand awareness	25% percentage annual increase in brand awareness	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Director, PRC
Develop capacity for marketing the KU Brand	Establishing public relations office in all campuses	Appoint competent public relations officers for each campus	Number of campuses with PRO	Increase in demand for KU programmes in all campuses	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Director, PRC
	Establish a standing University-wide marketing board	Develop ToR for marketing board	ToR for the Marketing board	Records of ToR for marketing board	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Director, PRC
		Appointment of marketing board members	Marketing board in place	Functional marketing board	✓	✓	✓	✓	✓	July 2016–July 2026	Vice-Chancellor Director, PRC
	Establish Central Information and Service Centre	Identify site for constructing Central Information and Service Centre	Site available for constructing the Central Information and Service Centre	Site for constructing the Central Information and Service Centre identified	✓					July 2018 – June 2020	Vice-Chancellor Registrar Finance and Development

Phases: All Phases are Two Years Each

Phase: I	-July 2016 to June 2018
Phase: II	-July 2018 to June 2020
Phase: III	-July 2020 to June 2022
Phase: IV	-July 2022 to June 2024
Phase: V	-July 2024 to June 2026

7.10 Log Frame: Corporate Social Responsibility

Strategic Goal: CSR Mainstreamed in Schools, Departments and Divisions											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Offer University mandate related CSR support to the community with an emphasis on the Big Four	Devolve CSR to schools, departments and divisions	Sensitize schools, departments and divisions about Big Four focused CSR	Number of sensitization	Number of staff and students sensitized	√	√	√	√	√	July 2016–July 2026	DVC (RIO) Director, COEP
		Departments develops a CSR plan	Committee appointed to develop plan/policy	Schools, department, and divisions with C SR plans							
		Schools, departments and divisions implements CSR plan	Number of schools, departments and divisions implementing.	Communities impacted							
		Institutionalize community service in University operations	Implement ISO 26000 standard on Social Responsibility	Compliance with the standard							
Inculcate a sense of responsibility to society among KU community	To enhance awareness on Community Outreach and Extension	Design sensitization content and materials	No. of sensitization materials designed	No. of sensitization materials designed and revised	√	√	√	√	√	July 2016–July 2026	Vice-Chancellor Registrar (Corporate Affairs) Director, COEP
		Conduct seminars to	No. of sensitization	No. of sensitization	√	√	√	√	√		

Strategic Goal: CSR Mainstreamed in Schools, Departments and Divisions									
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases				
					I II III IV V				
		sensitize KU students & staff on outreach, extension	seminars	seminars					(Corporate Affairs) Director, COEP
			No. of students and staff reached	No. of students and staff reached	✓	✓	✓	✓	Vice-Chancellor Registrar (Corporate Affairs) Director, COEP
To strengthen the Community Outreach and Extension function	Increase opportunities for staff, students and stakeholders to engage in community outreach and extension projects.	Develop and implement policy on Community Outreach and Extension	Policy in place	Approved policy	✓				Vice-Chancellor Registrar (Corporate Affairs) Director, COEP
				100% compliance with policy	✓	✓	✓	✓	Vice-Chancellor Registrar (Corporate Affairs) Director, COEP
		Share outreach activities with external media	No. of outreach activities shared with external media	5 No. of outreach activities shared with external media	✓	✓	✓	✓	Vice-Chancellor Registrar (Corporate Affairs) Director, COEP
To develop and advance partnerships for CO&E projects which benefit both the	To develop collaboration with Ministries, county governments and other corporate institutions	To identify willing strategic partners and sign MoUs with them	No. of MoUs signed	MoUs signed	✓	✓	✓	✓	Vice-Chancellor Registrar (Corporate Affairs) Director, COEP

~~Phases: All Phases are Two Years Each~~

Phase: I	-July 2016 to June 2018
Phase: II	-July 2018 to June 2020
Phase: III	-July 2020 to June 2022
Phase: IV	-July 2022 to June 2024
Phase: V	-July 2024 to June 2026

7.11 Log Frame: Safety and Security

Strategic Goal: A Safe and Secure University Environment												
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility	
					Phases							
					I	II	III	IV	V			
To enhance safety in Kenyatta University Main and Satellite Campuses	Enhance safety in the university	Implement Occupational Health and Safety Management System	Compliance with the standard	Occupational Health and Safety Management System certificate	✓	✓	✓	✓	✓	July 2018- June 2026	DVC (Administration) Director, QMS & PC	
	Institutionalize Safety and Occupational Health awareness in the University	Review and implement the Safety and Occupational Health Policy	Reviewed policy	% compliance with the policy	100% compliance with the policy	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration) Director, Security Services

Strategic Goal: A Safe and Secure University Environment											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Appoint and train Departmental Safety Committees	Letter of appointment with ToRs	Presence of safety committees in all departments	✓	✓				July 2016- June 2026	DVC (Administration) Director, Security Services
			Training programme for department safety committee members	Bi-annual training sessions	✓	✓	✓		✓	July 2016- June 2026	DVC (Administration) Director, Security Services
			Recruit and induct university fire crew	100% recruitment of needed fire crew	✓	✓	✓		✓	July 2016- June 2026	DVC (Administration) Director, Security Services
	Identifying and putting in place measures to mitigate safety related risks	Timely servicing of firefighting equipment	Serviced firefighting equipment	All firefighting equipment in functional state	✓	✓	✓	✓		July 2016- June 2026	DVC (Administration) Director, Security Services
		Install fire safety signage in all University buildings	Fire safety signage in place	Signage in all buildings	✓	✓	✓	✓		July 2016- June 2026	DVC (Administration) Director, Security Services

Strategic Goal: A Safe and Secure University Environment											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Sensitise students and staff on fire safety measures	Number of trainings held	All staff and students sensitized	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration) Director, Security Services
		Install fire alarms and emergency communication system	Fire alarms and emergency communication system in place	Functional Alarm system	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration) Director, Security Services
		Develop and implement policy on management of hazardous materials and wastes	Policy in place	100% implementation of the policy	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)
		Profile risks in compliance with Public Health Act 2012 including handling of all food, drugs, chemical substances and apparatus	Labelled and use of Material Safety Data Sheets (MSDS) clearly displayed on chemicals, gases, apparatus and specimen	Full compliance with Public Health Act 2012	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)

Strategic Goal: A Safe and Secure University Environment											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Avail Chemical data safety sheets in all areas handling chemicals	Chemical safety sheet in place	100% adherence to the plan	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)
		Develop Construction Site Risk Policy aligned to the Building Control Act 2007	Policy in place	Full compliance to Building Control Act 2007	✓		✓			July 2016- June 2026	DVC (Administration)
		Sensitize staff and students on waste management policies	Schedule of sensitisation sessions	Bi annual sensitization	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)
	Establishing an Emergency Response Unit capable of responding to and mitigating real or potential emergencies	Conduct quarterly safety Risks Assessment in the University	Risk register	Consolidated Risks and Hazards Register (both real and potential)	✓		✓	✓	✓	July 2016- June 2026	DVC (Administration)
		Develop an emergency response plan	An emergence response plan in place	A functional response plan	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)

Strategic Goal: A Safe and Secure University Environment											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
To enhance security in Kenyatta University Main Satellite Campuses		Establish and equip Emergency Response Centre	An emergence response centre in place	An operation emergency response centre	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)
		Recruit qualified and certified Emergency Response staff.	Number of staff recruited	Certified Emergency Response Team in place	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)
		Review and implement policy on Security	% compliance with the policy	100% compliance with the policy	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)
	Establishing of a University dog Unit	Employing more security personnel to match the university expansion	% reduction of security incidences per year	5% reduction rate per annum	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)
		Operationalize a security Canine unit	Canine unit in place	An operational canine unit	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration)
		Identify potential hot spots for crime.	Number of spots identified and demarcated	Identified crime hotspots	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration) Director Security Services

Strategic Goal: A Safe and Secure University Environment											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Put up security lights at hot spots	Presence of security lights within and around the campus	Functional Security lights at all hot spots	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration) Director Security Services
		Increase security patrols and checks at entry points	Number of visible security patrols & checkpoints	Security patrols and checkpoints	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration) Director Security Services
	Integration and Improvement of security technologies	Identify and upgrade the various security systems	% Integration of security systems	100% Integration of security systems	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration) Director Security Services
	Enhancing collaboration with external law enforcement agencies	Establishing an on-campus police unit	Established on-campus police unit	On-campus police unit	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration) Director Security Services
	Increasing access to safety and security information	Frequent update of information on security matters on all university communication channels	% reduction of security incidences	5% Reduction of rate security incidences	✓	✓	✓	✓	✓	July 2016- June 2026	DVC (Administration) Director, Security Services

[illegible]

Phase: I	-July 2016 to June 2018
Phase: II	-July 2018 to June 2020
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Phase: V	-July 2024 to June 2026





Transforming Higher Education... Enhancing Lives

8.1 Introduction

To enable the university realize its goals, the human, financial, technical facilities, and all other necessary resources have to be adequate and up to date. The university will put in place measures to assess the level of, and efficient utilization of institutional resources required, to support the university's goals, mission and vision. Strategies to ensure adequacy and efficiency of all resources will be developed or reviewed and followed.

8.2 Human Resource Development

Kenyatta University is committed to attracting, retaining and developing a community of talented and diverse individuals in support of the realization of its excellence agenda. With focus shifting from Millennium Development Goals to Sustainable Development Goals, the University will be aligning its human resources to contribute towards the realization of these goals. The University will aim to have a work force that will ensure inclusive and equitable quality education and promote lifelong learning opportunities for all for achievement of sustainable development.

Higher Education being a knowledge business, the University will work to attain diversity and inclusion agenda by working with hiring authorities to recruit and retain talented and diverse faculty and staff and create a welcoming, affirming, and empowering culture of respect and inclusion. This will in turn lead to quality research output which hopefully will contribute significantly to great advancement in agriculture, housing, health, manufacturing and therefore impact on the big four agenda.

8.2.1 Flagship Projects

- i) Reviewed HR policies
- ii) Establish a professoriate for all full professors in the University

8.2.2 Strategic Goal and Objectives Strategic Goal:

To attract, develop, motivate and retain qualified staff of the highest integrity and make Kenyatta University an employer of choice

Strategic Objectives

- i) To promote efficient and effective staff recruitment
- ii) To improve staff competencies
- iii) To enhance staff motivation and retention
- iv) To achieve optimal utilization of staff
- v) To strengthen the Human Resource Management Function

8.23 Key Targets and Expected Outputs

- i) University staffing needs fully addressed
- ii) Enhanced service delivery by a satisfied staff
- iii) Enhance employee confidence
- iv) Progressive employee careers development
- v) Improved staff performance

8.3 Information and Communication Technology

ICT is recognized as one of the key enablers for the University to provide quality education and essential services so as to successfully respond to the current and future challenges facing the University. Kenyatta University is increasingly using ICT not only for education, training and research but also in reducing the costs and improving the efficiency of service delivery

University stakeholders continue to demand high quality, state of the art and reliable ICT provisions. This presents the University with a challenge on how to satisfy expectation and demand, while balancing the costs of delivering those services with competing economic interests. Successfully addressing these competing interests is a growing imperative, given the highly competitive nature of the higher education market place.

The University recognizes ICT as a prime mover and driver in stimulating creativity and innovation in education, training, research and community service. The university has therefore developed this Strategic plan taking cognizance of the changes in the operating environment. The strategic plan will guide the University as it invests in a strong ICT base, which will continue to support management, teaching, learning, research and community service.

The implementation of this Strategic Plan will prepare the University to achieve the maximum benefit from ICT innovations, hence increased research capability, enhanced teaching, learning, and delivering efficiencies in support of administrative functions. It will also play an important role in supporting the recruitment and retention of qualified students, researchers, academics and ICT staff, while providing the foundation for the global sharing of research and teaching resources.

ICT puts in place infrastructure to enable all staff and students to communicate effectively, share information securely, and collaborate locally and globally. Collaboration and partnership are central to the Strategic Plan, because they will enable the development of a stronger ICT organization that supports delivery of services end-to-end, and is able to respond effectively to the evolving technology landscape.

The infrastructure will also be key to increasing engagement with staff and students to ensure that services meet their needs; and to partnering with third parties both in the delivery of services and in the integration of ICT beyond the perimeters of the University.

Through emphasis on ICT service excellence, the Strategic Plan establishes a framework to drive improved project and service delivery.

With a continuing focus on training and best practice dissemination the Strategic Plan aims to empower researchers to innovate, staff to use ICT systems effectively, and students to improve their digital literacy for discovering, evaluating, and creating information using digital technologies.

The combination of these features results in an improved student and academic digital experience in an internationally leading University.

8.3.1 Flagship Projects

Flagship projects in this priority area will include:

- i) Enhance ICT Service Delivery and Capacity Building
- ii) Expand and Secure University Systems and Network Infrastructure
- iii) System Automation and integration of all major University processes
- iv) Unified Communication Telephony System
- v) Security communication and access control system
- vi) Rollout biometric attendance system
- vii) Tier II Data Centre

8.3.2 Strategic Goals, Objectives And Strategies Strategic Goal

To integrate ICT in all service delivery systems and decision making processes

Strategic Objectives

- i) Enhance fast response to user computer needs
- ii) Enhance use of University corporate email
- iii) Development of systems in-house for the improvement of service delivery and saving on cost
- iv) Income generation/ Intellectual property rights from in-house developed systems
- v) Enhancing service delivery through automation
- vi) Expand and Enhance University network access and stability in the university and all its campuses
- vii) Enhance University unified communication System
- viii) Upgrade data centre infrastructure

8.3.3 Key Targets and Expected Outcomes

- i) Increased Network and Internet access
- ii) Improved network stability and security
- iii) Increased students to computer ratio to 10:1 and staff to computer ratio to 1:1
- iv) Improved service delivery through automation of major university processes and systems development
- v) Increased use of ICT for research, innovation, teaching and learning

8.4 Physical Infrastructure and Facilities

Kenyatta University endeavours to provide a modern, efficient and invigorating working and learning environment to sustain world-class academic and support activities. High quality and adequate infrastructure is key to enabling Kenyatta University achieve its strategic goals. The natural surroundings and existing built environment are key assets that should be maintained, enhanced and preserved. At the same time, facilities must be allowed to grow and evolve as necessary to support the university's growth as well as its mission and vision.

The University, over the last strategic plan period actualized various projects on the main Campus as well as on Satellite and Offshore Campuses. These included academic buildings, office blocks, staff accommodation, student accommodation, recreational facilities as well as revenue generation projects.

In line with the MTP III (2018-2022), the university will focus on infrastructure projects aimed at providing an enabling environment for research and innovation towards the achievement of the Big 4 Agenda. These include among others, adequate and equipped teaching and research facilities for the School of Engineering and Technology, School of Architecture and the Built Environment, School of Medicine and the School of Agriculture and Enterprise Development.

The University will seek to utilize the existing infrastructure optimally as well as developing a comprehensive maintenance policy to ensure that the facilities are in good condition for use. This Chapter focuses on the physical infrastructure and facilities that will be key to achievement of the university goals and objectives over the 2016-2026 period.

8.4.1 Flagship Projects

Flagship projects in Physical infrastructure and facilities will include:-

- i) Construction of Office, lecture rooms and research facilities for various Schools
- ii) Construction of Student Hostels
- iii) Construction of Kenyatta University Children Hospital
- iv) Construction of Dairy Tech farm and Dairy Processing plant
- v) Construct 31 Engineering and Technology labs and fabrication workshops
- vi) Construction of the International Language and Culture Centre
- vii) Establishment of Professoriate Centre

8.4.2 Strategic Goal and Objectives Strategic Goal

To have adequate, functional, quality and state of the art infrastructure and facilities to enhance service delivery

Strategic Objectives

To attain this strategic goal, Kenyatta University will pursue the following objectives:

- i) To provide adequate infrastructure to support increasing university needs
- ii) To enhance lifespan, functionality and sustainability of existing facilities
- iii) To provide user friendly infrastructure and facilities

8.4.3 Key Targets and Expected Outputs

- i) Revised master plan for main campus and new master plans for satellite campuses

- ii) Optimally utilized facilities
- iii) Completed buildings and facilities
- iv) Sustainable infrastructure and facilities

8.4.4 Expected Outcome and Impact

Expected Outcomes

- i) Increased/adequate teaching, learning, research, office spaces
- ii) Safe and functional facilities

Expected Impact

- i) Increased stakeholders satisfaction
- ii) Improve learning and working environment for productivity and well being
- iii) Better experience for students and staff within the university and campuses
- iv) Increased revenue generation
- v) Increased accessibility to buildings

8.5 Log Frame: Human Resource Development

Human Resource Development										
Strategic Goal: To Recruit, Develop and Retain Qualified Staff of the Highest Integrity										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period
					I	II	III	IV	V	
Attract highly qualified and competent staff	Have a functional staff establishment	Review staff establishment	Reviewed establishment	Reviewed establishment	✓					July 2016-June 2018
	Improve staff terms of service	Periodically review terms of service	Reviewed terms of service	Reviewed terms of service	✓					July 2016-June 2018
Enhance staff recruitment systems	Recruit staff to fill the establishment	Job analysis	Job analysis form	Job analysis report	✓	✓	✓	✓	✓	July 2016-June 2026
		Recruit suitable staff	Number of staff recruited	Number of staff recruited	✓	✓	✓	✓	✓	July 2016-June 2026
	Streamline recruitment process	Implement service charter on recruitment processes	Memos and circulars	Compliance with service charter	✓					July 2016-June 2026
Retain competent and highly qualified staff		Timely audit of KPIs	Evaluation reports	Improvement in process performance	✓	✓	✓	✓	✓	July 2016-June 2026
	Carrying out staff orientation.	Orientation of all new staff	Number of new staff given orientation	All new staff given orientation	✓	✓	✓	✓	✓	July 2016-June 2026
		Placement of all	Number of new	All new staff	✓	✓	✓	✓	✓	July 2016-June 2026

Human Resource Development Strategic Goal: To Recruit, Develop and Retain Qualified Staff of the Highest Integrity												
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation period	Responsibility	
					Phases							
					I	II	III	IV	V			
Managing employee training.	new staff	Carrying out TNA	staff placed	placed						2026		
			Filled training needs assessment form	Training needs assessment reports	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)	
		Implementing training programmes	Number of programmes implemented	Enhanced competencies	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)	
			Performance Appraisals Reports	Enhanced performance	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)	
	Evaluating training effectiveness	Post Training Evaluation	Evaluation Reports	Improved competency amongst staff	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)	
			Identified Goals	Career growth Plans	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)	
		Identifying care or growth goals for all categories of staff	Number of staff promoted	Number who have undergone career progression	✓	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
			Reviewed policy									

Human Resource Development Strategic Goal: To Recruit, Develop and Retain Qualified Staff of the Highest Integrity											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Rotating employees	Job Rotation Schedules	Job rotations for employees	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
	Job enlargement/enrichment	Regular review of job descriptions	Job descriptions Schedules	Reviewed Job descriptions for employees	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
	Creating work incentives	operationalize policy on identifying outstanding work performance by staff	Policy in place	Motivated staff	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
	Providing conducive working environment	Conduct Employee Satisfaction and Work Environment Survey	Survey report	Survey report	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Implement recommendations of the Employee Satisfaction and Work Environment Survey report	Recommendations implementation report	Improved employee satisfaction index	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)

Human Resource Development Strategic Goal: To Recruit, Develop and Retain Qualified Staff of the Highest Integrity											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
	Enhancing	Periodically	Improved staff	Improved Staff	✓	✓	✓	✓	✓	July 2016-June	DVC (Administration)
	staff welfare	review and improve the staff Medical scheme Educate staff on the medical scheme	medical scheme	satisfaction level						2026	
			Number of sessions conducted	Improved Staff satisfaction level	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
	Enhancing employer - employee relations	Negotiate, sign and implement CBA staff with the unions	Fully implemented CBAs	100% implementation of the CBAs	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
	Managing Employee separation Plan.	Pre-retirement training	Training programme and attendance list	Number of retirees trained before retirement	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Administration of retirement documents	Duly filled Retirement Documents	All retirees accessing their benefits on time	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
	Enhance collaboration between HRM office and Pensions office.	Sharing information on staff set to retire and planning Joint retirement training	Shared list of retirees and jointly agreed Training schedule	Fully operationalized collaboration	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)

Human Resource Development Strategic Goal: To Recruit, Develop and Retain Qualified Staff of the Highest Integrity											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Optimal utilization of staff	Entrenching a performance based management culture.	Sensitize staff on performance contracting	Number of sensitizations held	Fully sensitized University staff on performance contracting	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Signing of staff performance contracts	Signed performance contracts	Improved staff performance	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Evaluation of staff performance contracts and giving feedback	Evaluation reports	Number of staff recognized	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Reviewing the staff appraisal tool	Report of Reviewed Appraisal tool	Reviewed Appraisal tool	✓					July 2016-June 2018	DVC (Administration)
		Sensitizing staff on the staff performance appraisal system	Sensitization Attendance list	Number of staff sensitized	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Conducting appraisals at least once in a year.	Duly filled appraisal forms for all employees	100% staff appraisal	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)

Human Resource Development Strategic Goal: To Recruit, Develop and Retain Qualified Staff of the Highest Integrity											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Strengthen the Human Resource Management functions	Review and implement the Human Resource Management Manual	Review and implement the Human Resource Management Manual and avail it to all staff	Reviewed Human Resource Management Manual	100% compliance with the reviewed Human Resource Management Manual	✓					July 2016-June 2018	DVC (Administration)
	Operationalise HR System	Training of staff	All staff trained	Functional and Interactive HR is in place.	✓					July 2016-June 2018	DVC (Administration)
Strengthen Integrity amongst staff	Institutionalize the culture of ethics and integrity amongst staff	Vetting of all staff at entry level	Number of new staff vetted	All new staff vetted	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Regular review of the code of conduct	Regularly reviewed code of conduct	Reduced integrity incidents		✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Ensure new members of staff are issued with the code of conduct and sign the integrity pact	Number of new members of staff issued with the code of conduct and signed the integrity pact	All new staff issued with the code of conduct and signed the integrity pact	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)

Human Resource Development Strategic Goal: To Recruit, Develop and Retain Qualified Staff of the Highest Integrity											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
		Sensitise all staff on corruption, ethics and integrity	Number of staff sensitized on corruption, ethics and integrity	All staff sensitized on corruption, ethics and integrity	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
		Carry out a survey on corruption perception index	Survey reports	Reduced corruption perception index	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)

Phases: All Phases are Two Years Each

Phase: I -July 2016 to June 2018

Phase: II
-July 2018 to June 2020Phase: III
-July 2020 to June 2022

Phase: IV -July 2022 to June 2024

Phase: V -July 2024 to June 2026

8.6 Log Frame: Information Communication Technology

Strategic Goal: Integrate ICT In all Service Delivery Systems and Decision Making Processes											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Enhance fast response to user computer needs	Expand and enhance the use of ICT Support Online Services System	Staff and students training and sensitization on how to get services online.	Increase monthly resolution of Support tickets	Ticket resolution from current 95% to 99.9%	√	√	√	√	√	July 2016-June 2026	DVC (Administration),
	Increase staff/student computer ratio -Students to computer ratio is 1:10 Staff to computer ratio is 1:1	Annual procurement of computers	Increased ratio of user to computer	Purchase 300 computers annually	√	√	√	√	√	July 2016-June 2026	DVC (Administration),
	Maintenance of working computer equipment	Regular preventive maintenance of computer equipment.	Reduce percentage of faulty computers	30% reduction in faulty computers	√	√	√	√	√	July 2016-June 2026	DVC (Administration),

Strategic Goal: Integrate ICT In all Service Delivery Systems and Decision Making Processes									
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases				
					I	II	III	IV	V
Enhance use of corporate email	Ensure all staff and students use the K.U. corporate Email for communication	Creating corporate email accounts for new staff and students Institutionalize university operations by use of corporate email	Percentage of students and staff using corporate email Number of services available via email	100% creation of email accounts 100% institutionalization of identified university operations	✓	✓	✓	✓	✓
Development of Systems for in-house for improvement of service delivery and saving on cost	Build capacity for ICT staff to develop systems in-house	Train ICT staff	Number of staff trained annually	All staff trained	✓	✓	✓	✓	✓
	Identify user manual processes and gather requirements to develop systems in-house	Developing, testing, implementing , training users and maintaining systems	Number of newly developed systems	1 system developed in two years	✓	✓	✓	✓	✓

Strategic Goal: Integrate ICT In all Service Delivery Systems and Decision Making Processes											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Income generation/ Intellectual property rights from in-house developed systems	Patent in-house developed systems	Development of software	Number of newly developed systems patented	1 system patented in every 5 years			✓		✓	July 2016-June 2026	DVC (Administration)
		Commercialize developed and patented systems	Number of commercialized systems patented	1 system commercialized in every 5 years			✓		✓	July 2016-June 2026	DVC (Administration)
Enhancing service delivery through automation	Automate major University processes to enhance efficiency	Obtaining user requirements deployment and support	Percentage of manual processes automated	75% of manual processes be automated through in- house developed systems	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Administration)
	Optimise Campus Vue	-Upgrade of CampusVue ERP to latest version	Upgraded CampusVue System	Improved service delivery	✓					July 2016-June 2018	DVC (F&D)
	API integration and online students registration	API link configuration to bank	Number of banks linked to CampusVue ERP	4 banks integrated CampusVue in 3	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D)

Strategic Goal: Integrate ICT In all Service Delivery Systems and Decision Making Processes											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
				years							
		Configuration of billing methods	Percentage of billing methods configured	100% by the end of implementation period	✓	✓	✓	✓	✓	July 2016-June 2026	Director ICT
	Automate student class attendance	Operationalize biometric class attendance system in campuses	Percentage of lecture halls in campuses with functional biometric class attendance system	100% by the end of implementation period	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic) DVC (F&D)
	Online course application System for prospective students	Operationalize online application for prospective students	Percentage of successful online applications processed	100% by the end of implementation period	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)
	Integration of CampusVue system with other platforms	Operationalization of CampusVue System with Koha Library System, E- learning system, E- health, E-campus	Number of integrated systems	1 per year	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (Academic)

8.7 Log Frame: Infrastructure

Strategic Goal: Integrate ICT In all Service Delivery Systems and Decision Making Processes											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
					I	II	III	IV	V		
Expand and Enhance University network Access and Stability in the University and all its campuses		system and others									
	Increase Eduroam wireless network coverage	Acquire and install the required equipment	Percentage of Eduroam wireless network coverage	80% network coverage	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) DVC (Administration)
	Increase the area of fixed network coverage	Acquire and install the required materials and equipment	Percentage of fixed network coverage	100% of fixed network coverage	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) DVC (Administration)
	Increase bandwidth to match requirements	Increase the bandwidth	Percentage of increased bandwidth	10% bandwidth increase per year	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) DVC (Administration)
	Implement redundancy in the network backbone for a more stable network	Acquire and implement materials required and implement redundancy solutions	Percentage of network redundancy implemented	20% redundancy implemented every two years	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) DVC (Administration)
	Upgrade Unified communication system to current version	Acquire and implement a unified Communication system	Percentage implementation of upgraded Unified communication	100% implementation of the upgraded unified	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) DVC (Administration)

Strategic Goal: Integrate ICT In all Service Delivery Systems and Decision Making Processes											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					Phases						
			system	communication system	I	II	III	IV	V		
Upgrade Data centre Infrastructure	Setup Tier II Primary and Disaster Recovery Data centre	Establishment of data centre	Fully operational data centre	Fully operational data centre	√	√	√	√	√	July 2016-June 2026	DVC (F&D) DVC (Administration)
	Increase computing and storage capacity	Audit of the existing data centre infrastructure and user requirements gathering	Audit and user requirement reports	Audit and user requirement reports	√					July 2016-June 2018	DVC (F&D) DVC (Administration)
		Acquisition & implementation of additional computing and storage equipment	Percentage increase of additional computing and storage equipment	10% increase per phase	√	√		√		√	July 2016-June 2026

Phases: All Phases are Two Years Each

Phase: I - July 2016 to June 2018
Phase: II - July 2018 to June 2020
Phase: III - July 2020 to June 2022
Phase: IV - July 2022 to June 2024
Phase: V - July 2024 to June 2026

[illegible]

Strategic Goal: To Have Adequate, Functional, Quality and State Of The Art Infrastructure and Facilities to Enhance Service Delivery											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					PHASES						
					I	II	III	IV	V		
	Build more teaching, research and learning facilities in the Main and Satellite Campuses	Construct School of Architecture building	Completed and equipped school building	Increased teaching, research and faculty staff offices		✓	✓	✓		July 2018-June 2024	Vice- Chancellor DVC(F&D)
		Construct School Business building	Completed School of Business		✓	✓	✓		July 2016-June 2024	Vice-Chancellor DVC(F&D)	
		Build infrastructure for relocation of School of Agriculture at Kitui Campus	Adequate facilities established			✓	✓		July 2018-June 2024	Vice-Chancellor DVC(F&D)	
	Construct of 31 Laboratories and fabrication workshop for School of Engineering in Main campus	Completed and equipped Engineering Laboratories				✓	✓	✓	July 2020-June 2026	Vice- Chancellor DVC(F&D)	
	Construct and equip student and staff research laboratories	Completed and equipped laboratories						✓	✓	✓	July 2022-June 2026

Strategic Goal: To Have Adequate, Functional, Quality and State Of The Art Infrastructure and Facilities to Enhance Service Delivery											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					PHASES						
					I	II	III	IV	V		
		Construction of Funded International Language and Culture Centre on Main campus	Completed and equipped Centre		✓	✓				July 2016-June 2020	Vice-Chancellor DVC(F&D)
		Establish and equip Communication Technology Science labs.	Completed and equipped Communication Technology Science labs.					✓	✓	July 2022-June 2026	Vice-Chancellor DVC(F&D)
		Establish and equip Educational School Laboratory.	Completed and equipped Educational School Laboratory.					✓	✓	July 2022-June 2026	Vice-Chancellor DVC(F&D)
		Establish and equip Educational Assessment Centre for special needs and Neuro-Psychology	Completed and equipped Educational Assessment Centre for special needs and Neuro-Psychology					✓	✓	July 2022-June 2026	Vice-Chancellor DVC(F&D)

[illegible]

Strategic Goal: To Have Adequate, Functional, Quality and State Of The Art Infrastructure and Facilities to Enhance Service Delivery											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					PHASES						
					I	II	III	IV	V		
		Create more playing fields in main campus and in Kitui Campus	Completed playing fields		√	√				July 2016-June 2022	Vice-Chancellor DVC(F&D)
	Quality medical training, Research and Health Care	Establish and equip biomedical research and clinical trial laboratory	Completed biomedical research and clinical trial laboratory				√			July 2020-June 2022	Vice-Chancellor DVC(F&D)
		Establish and operationalize a sports medicine and human performance research laboratory	Completed sports medicine and human performance research laboratory	Realization of national development priorities including the big 4 agenda.				√		July 2022-June 2024	Vice-Chancellor DVC(F&D)
		Establishment of a Centre comprising the Institute of Non-communicable diseases Management and disability Management	Completed Institute of Non-communicable diseases Management and disability Management	Improve existing research laboratories			√			July 2020-June 2022	Vice-Chancellor DVC(F&D)

Strategic Goal: To Have Adequate, Functional, Quality and State Of The Art Infrastructure and Facilities to Enhance Service Delivery												
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility	
					PHASES							
					I	II	III	IV	V			
		Establish additional specialist clinics	Completed Specialist Clinics				✓	✓		July 2020-June 2024	Vice-Chancellor DVC(F&D)	
	Build more staff and student facilities	Construct Student hostels at Main Campus, renovate existing ones & increase kitchenettes	Completed student hostels	Increased and quality accommodation	✓	✓	✓	✓		July 2016-June 2024	Vice-Chancellor DVC(F&D)	
		Construct student hostels in Kitui Campus	Completed student hostels					✓	✓		July 2022-June 2026	Vice-Chancellor DVC(F&D)
		Renovation of staff recreational facility	Renovated staff recreational facility		✓		✓				July 2018-June 2022	Vice-Chancellor DVC(F&D)
		Construct and equip professoriate building	Complete and equipped professoriate building	Increased staff facilities			✓	✓	✓	July 2020-June 2026	Vice-Chancellor DVC(F&D)	
	Setting up a central information and service centre	Completed Central Information & Service Centre	Enhanced stakeholders experience		✓					July 2020-June 2022	Vice-Chancellor DVC(F&D)	

Strategic Goal: To Have Adequate, Functional, Quality and State Of The Art Infrastructure and Facilities to Enhance Service Delivery										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Responsibility
					PHASES					
					I	II	III	IV	V	
		Establish a Career Resource Centre	Completed Career Resource Centre			√				Vice-Chancellor DVC(F&D)
		Establish and equip on campus police unit, Canine unit and Emergency Response centre	Completed Police and Canine unit and Emergency Response Centre				√			Vice-Chancellor DVC(F&D)
		Ensure buildings acquire fire safety standards	Fire safe buildings and spaces		√	√			√	Vice-Chancellor DVC(F&D)
		Establish a data centre	Completed Data Centre			√				Vice-Chancellor DVC(F&D)
		Construct dairy tech farm and milk processing plant	Completed dairy sheds and milk processing plant	√	√					Vice-Chancellor DVC(F&D)
		Operationalize Unicity phase I	Operational Unicity Mall	√	√					Vice-Chancellor DVC(F&D)

Strategic Goal: To Have Adequate, Functional, Quality and State Of The Art Infrastructure and Facilities to Enhance Service Delivery											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					PHASES						
					I	II	III	IV	V		
		Construct Solar power plant	Completed solar power project		✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC(F&D)
	Expand service provision facilities in campuses on need basis	Establishment of industrial and technology park using public private partnerships	Completed industrial and technology park	Increased service facilities in campuses		✓	✓	✓		July 2018-June 2024	Vice-Chancellor DVC(F&D)
		Complete Ongoing Kenyatta University Hospitals	Completed KURRH and KUCH		✓	✓	✓	✓	July 2016-June 2022	Vice-Chancellor DVC(F&D)	
		To ensure efficient waste management facilities in main and satellite campuses	Construct incinerators and waste collection and separation facilities	Constructed incinerators	Efficient waste management	✓	✓				July 2016-June 2022
	Connect to the proposed sewer in the Ruiru Sub-county	Connected sewer		✓				July 2018-June 2022	Vice-Chancellor DVC(F&D)		
To enhance lifespan, functionality and	Rehabilitate existing roads in main and satellite	Re-carpet dilapidated roads in the main campus	Re-carpeted roads	Improved and well maintained infrastructure	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC(F&D)

Strategic Goal: To Have Adequate, Functional, Quality and State Of The Art Infrastructure and Facilities to Enhance Service Delivery											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					PHASES						
					I	II	III	IV	V		
sustainability of existing facilities	campuses	Expand road network on the main and satellite campuses	Expanded roads		✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC(F&D)
	Ensure regular maintenance of infrastructure	Develop and implement policy on regular maintenance of infrastructure and facilities	Policy document, Maintenance schedule and implementation		✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC(F&D)
	To ensure energy efficiency in constructed and upcoming projects	Energy efficient designs	Energy efficient buildings		✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC(F&D)
To provide user friendly infrastructure and facilities	To increase accessibility by PLWDs	Construction of ramps and lift installation on main and Satellite campuses	Completed ramps and lifts	Increased accessibility by PLWDs	✓	✓	✓	✓	✓	July 2016-June 2020	Vice-Chancellor DVC(F&D)

Strategic Goal: To Have Adequate, Functional, Quality and State Of The Art Infrastructure and Facilities to Enhance Service Delivery											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					PHASES						
					I	II	III	IV	V		
Improve on the provision of transport facilities for efficient service delivery	To ensure compliance with relevant local and international standards in infrastructure development	Adherence to standards in design and implementation of projects	Relevant approvals from regulatory bodies	Approved and standard facilities	✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC(F&D)
					✓	✓	✓	✓	✓	July 2016-June 2026	Vice-Chancellor DVC(Administration)
	Effectively manage the University fleet	Strengthen the policy on use of University fleet	Policy in place	Policy in place	✓	✓	✓	✓	✓	July 2016-June 2026	DVC(Administration)
		Implement fleet management system for effective and efficient usage of the University fleet	Fleet management system in place	Fleet management system in place	✓	✓	✓	✓	✓	July 2016-June 2026	DVC(Administration)
	Maintenance of University fleet	Develop and implement policy on maintenance of University fleet	Policy in place	Policy implemented 100%	✓	✓	✓	✓	✓	July 2016-June 2026	DVC(Administration)

Strategic Goal: To Have Adequate, Functional, Quality and State Of The Art Infrastructure and Facilities to Enhance Service Delivery											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation period	Responsibility
					PHASES						
					I	II	III	IV	V		
		Maintenance of University motor vehicles when they fall due	Number of motor vehicles maintained when they fall due	All University motor vehicles maintained when they fall due	✓	✓	✓	✓	✓	July 2016-June 2026	DVC(Administration)

Phases: All Phases are Two Years Each

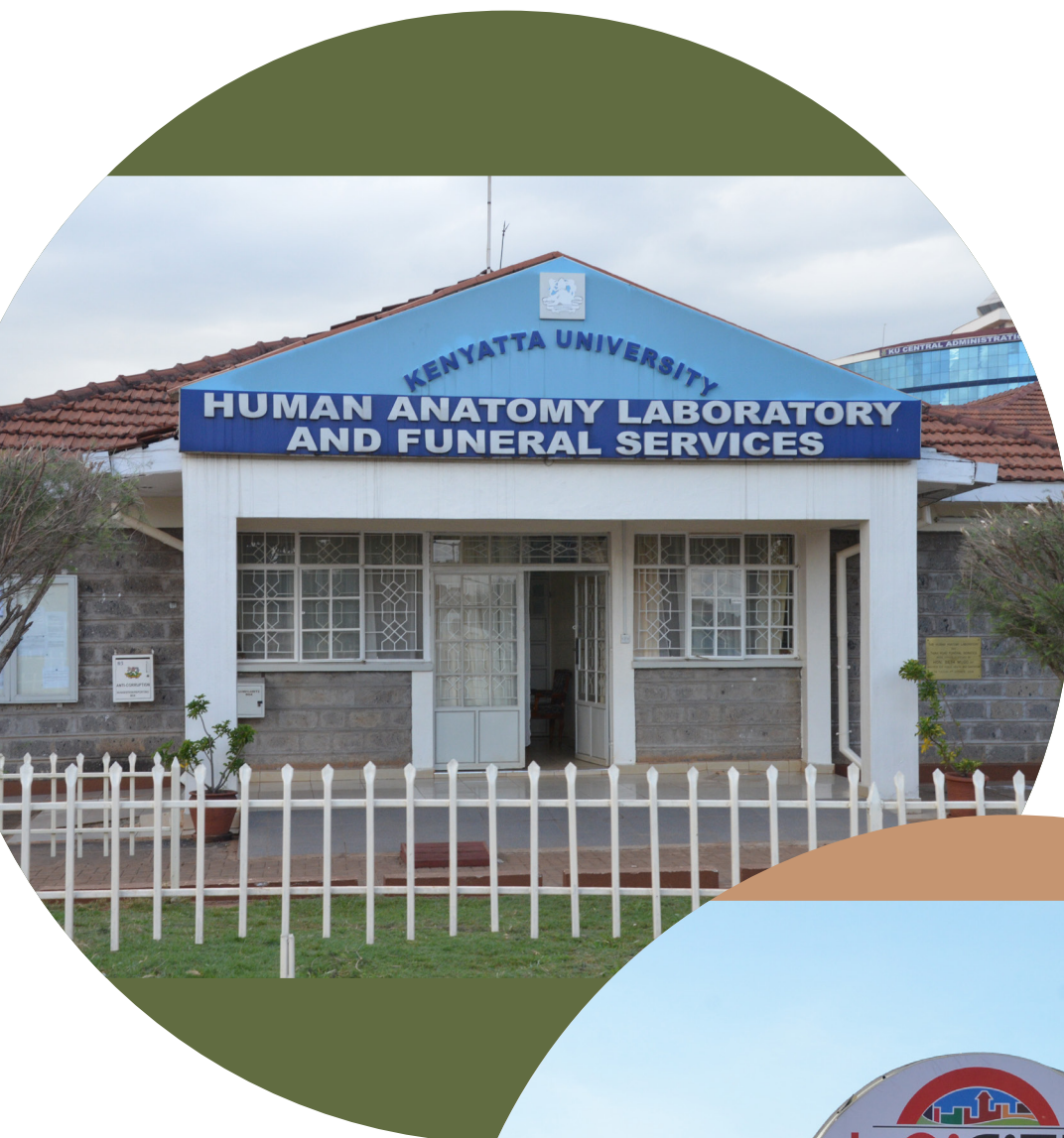
Phase: I -July 2016 to June 2018

Phase: II
-July 2018 to June 2020Phase: III
-July 2020 to June 2022

Phase: IV
-July 2022 to June 2024

Phase: IV	-July 2022 to June 2024
Phase: V	-July 2024 to June 2026





Resource Mobilization and Financial Sustainability

9

9.1 Introduction

The effective and efficient delivery of the University's mandate ultimately depends on the University's capacity to marshal financial resources to muster the necessary physical and human resources in sufficient measure. Kenyatta University's main sources of funding have been the Government of Kenya and internally generated funds that arise from the students' tuition fees and charges for other services rendered by the university. In view of the foregoing, the University will strengthen its income generating activities and also create new ones during the plan period in order to broaden its financial base. For successful implementation of the 2016-2026 Revised (2018) strategic plan, the Chancellor, University Council and Management will provide leadership in resource mobilization as well as seeking assistance from the Government, Development partners and Alumni to supplement internally generated funds.

To ensure efficient operations, the university will prioritize its activities in relation to available financial resources. Effective management of such resources is of paramount importance to the success of the strategic plan.

9.2 Source of Funds

The University's current sources of funds include government grants, students' tuition fees and other internally generated revenue

(i) Government Grants

Kenyatta University, being a public institution, is partially funded by the government through grants that are released monthly. Prior to the introduction of the Self Sponsored Programmes, the Government funded all the programmes and capital development projects of the institution through budgeted, recurrent and capital development grants.

As a result of the country's changing financial demands, the level of Government funding has continued to diminish. Under the circumstances, the government's funding is not expected to increase significantly in the plan period.

(ii) Fees from Government Sponsored Students

The students admitted through Kenya Universities and Colleges Central Placement Service (KUCCPS) are levied fees as determined by the government. However the fees paid are not commensurate with the cost of running the degree programmes for which the students enrol. The university will seek the Government's approval to levy fees at a realistic unit cost per programme.

(iii) Fees from students in Self Sponsored Programmes (SSP)

The university has extended higher education to students who qualify for university education but are locked out by the Kenya Universities and Colleges Central Placement Service (KUCCPS) criteria. The Self-Sponsored Programmes (SSP) assist the university to generate extra revenue to supplement government funding through levying fees that are closer to the realistic unit cost. However, since 2017/2018 the Self-Sponsored Programmes (SSP) student numbers have diminished as a result of which the internally generated funds have significantly reduced.

(iv) Other Internally Generated Revenue

Other internal income-generating activities include leasing out of university facilities, hiring out of the industrial park, proceeds realized from real estate investments, alumni subscriptions, management fees, PPP Hostel project, income from consultancy, restaurants, hotels, bookshop, funeral home, cyber café, Dairy TechFarm and KUTV.

9.3 Financing the Revised Strategic Plan 2016-2026 (Revised 2018)

In an effort to finance the strategic plan and ensure resources rationalization and sustainability, the University will employ the following strategies:

- i) To institute cost-cutting measures, which will include outsourcing non-core services and rationalizing programmes and Staff. The University will undertake mechanisms, which will ensure effective and efficient collection of fees and other revenues owed to the university. The funds realized will be utilized in an accountable and transparent manner.

- ii) To work closely with its strategic partners and well-wishers to attract funding for various projects.

9.4 Strategic Goals, Objectives and Strategies

The goal of Kenyatta University is to enhance resource mobilization and create a sustainable financial base. To attain this goal, the University will pursue the following objectives:

- i) Increase the financial resource inflow of the university
- ii) Build capacity for generating financial resources
- iii) Institutionalize prudent financial management practices
- iv) Efficient management of university resources

9.5 Key Targets and Expected Outputs

- v) Increased funding from external and internal sources
- vi) Increased fees collection
- vii) Enhanced alternative sources of funds
- viii) Streamlined financial managementsystems

9.6 Flagship Projects

- ix) Establishment of a building and construction firm
- x) Establishment of proposals and strategies management unit
- xi) Establishment of research laboratories
- xii) Establishment of Industrial Park



9.2 Log Frame: Financial Sustainability

Strategic Goal: To Enhance Resource Mobilization and Create a Sustainable Financial Base											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					Phases						
					I	II	III	IV	V		
Increase revenue base and fiscal health	Enhance fee collection mechanisms	Improve controls on receipt of funds from students	100% fee collection from registered students	Increased fee income	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
		Fully automated fee collection system	Fully automated fee collection system	Fully automated fee collection system	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
	Improve financial resource inflow	Initiate local and international partnerships	Number of reached out partners per year	Increased funding by 6% per year	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
		Lobby for partners	Number of partnerships per year	Increased funding by 6% per year	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
	Enhance revenue receipts from income generating activities	Automate and enhance controls in funeral home	100% collection of funeral home income	Increased funeral home revenue	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
		Timely collection of rental income as and when they fall due	100% collection of rental income	Increased rental income	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
		Levy competitive charges for	Improved revenue from	Increased revenue by	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO

Strategic Goal: To Enhance Resource Mobilization and Create a Sustainable Financial Base											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation Period	Responsibility
					I	II	III	IV	V		
Reduce cost of production	Improve cost control in IGA	services	IGA	6%							
		Automate receipts of revenue in all restaurants/ outlets	100% collection of sales in all outlets	Increased income from restaurants/ outlets	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
		Monthly review of costs verses income	Profitable outlets	Increased income from IGA	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
			Reduced cost of production	Reduced cost of production	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
	Improve existing internal controls	Enforcement of internal control mechanism	Enhanced controls	Increased revenue	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
		Revise existing internal controls	Efficiency in operations	Minimal wastage	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
	Improve existing ERP functionalities	Upgrade of existing ERP to latest version	Efficiency in operations by 90%	Improved service delivery	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
		Purchase non existing operational modules	Ease of doing business	Improved service delivery	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
	Review existing finance manual	Constitute a committee to review the manual	Reviewed approved manual	Improved service delivery	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO

Strategic Goal: To Enhance Resource Mobilization and Create a Sustainable Financial Base										
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Responsibility
					I	II	III	IV	V	
Resource Mobilization	Continually monitor and report on fund raising efforts and strategies	Constitute a funds raising committee which will continually review resource mobilization efforts	Regular reports of fund raising status	Enhanced mobilization of funds	✓	✓	✓	✓	✓	DVC (F&D)
Efficient Management of university resources	Instil financial discipline in all operations	Ensure budgetary compliance in all sections	100% budget compliance	Prudent utilization of university resources	✓	✓	✓	✓	✓	DVC (F&D) CFO
		Enhancing greater autonomy and responsibility	100% budget compliance	Balanced budget	✓	✓	✓	✓	✓	DVC (F&D) CFO
	Reduce operational cost	Enforce cost cutting measures on utilities	Reduced expenditure	Minimize wastage	✓	✓	✓	✓	✓	DVC (F&D) CFO
	Effective management of donor funds	Strict adherence to donor budget	Increased donor funding compared to previous years	More donor funding to university	✓	✓	✓	✓	✓	DVC (F&D) CFO
		Maintenance of separate	Improvement on level of	More donor funding to	✓	✓	✓	✓	✓	DVC (F&D) CFO

Strategic Goal: To Enhance Resource Mobilization and Create a Sustainable Financial Base											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame Phases					Implementation Period	Responsibility
					I	II	III	IV	V		
Solvency and credibility		accounts for research grants	confidence by donors	university							
	Retire old debt	Pay old debt in plan period	Reduced account payable	Healthy statement of financial position	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO
	Reduce outstanding debts	Timely collection of debts as and when they fall due	Reduced account receivables	Healthy cash flow position	✓	✓	✓	✓	✓	July 2016-June 2026	DVC (F&D) CFO

Phases: All Phases are Two Years Each

Phase: I -July 2016 to June 2018

Phase: II
-July 2018 to June 2020

Phase: III
-July 2020 to June 2022Phase: IV
-July 2022 to June 2024Phase: V
-July 2024 to June 2026

9.8.1 SOURCE OF FUNDS AND FINANCIAL PROJECTION

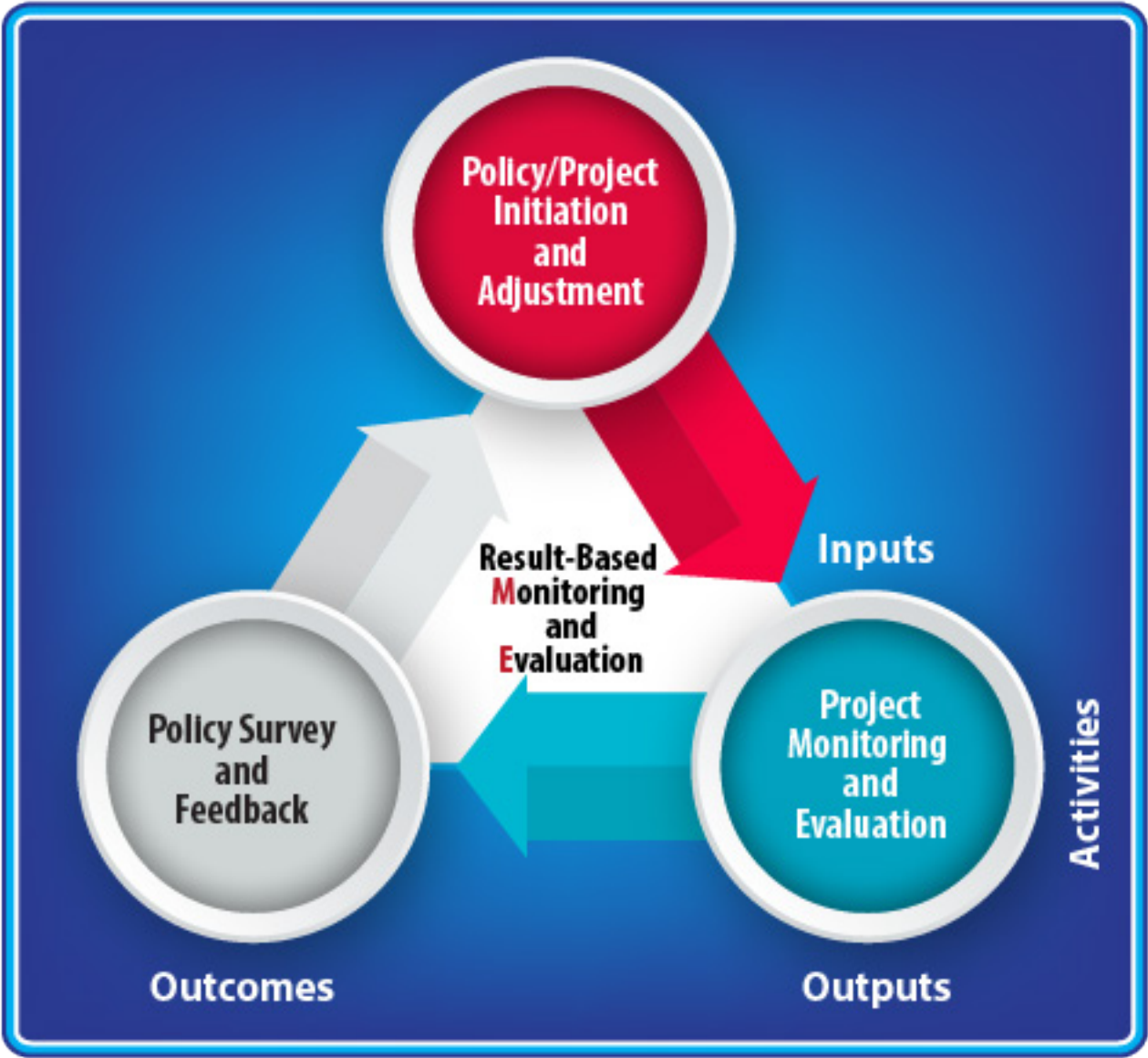
DETAILS	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	TOTAL
	Ksh	Ksh	Ksh	Ksh	Ksh	Ksh	Ksh	Ksh	Ksh	Ksh	Ksh
INCOME											
Capitation	3,214,015,000	3,214,015,000	3,414,015,000	6,602,515,995	7,811,095,282	8,617,218,204	9,048,079,114	9,500,483,070	9,975,507,223	10,474,282,585	71,871,226,473
FEES:											
Kucups	1,125,000,000	1,125,000,000	1,292,749,000	984,148,457	868,626,461	1,009,582,790	1,161,815,624	1,326,227,086	1,503,791,465	2,005,055,286	12,401,996,169
SSP	5,306,912,000	5,731,465,000	1,298,736,656	1,694,878,960	1,874,378,845	2,062,853,725	2,260,752,348	2,468,545,904	2,686,729,136	3,582,305,515	28,967,558,089
IBP	-	245,500,000	280,000,000	313,800,000	357,270,000	402,913,500	450,839,175	501,161,134	553,999,190	553,999,190	3,659,482,189
DSVol	-	-	934,920,000	867,514,500	1,077,970,725	1,298,949,761	1,530,977,750	1,330,955,353	2,030,417,993	2,030,417,994	11,102,124,076
MASTERS	-	-	914,700,000	801,375,840	906,057,907	1,019,114,540	1,141,215,703	1,273,084,959	1,415,503,756	1,415,503,756	8,886,556,461
PhD	-	150,862,000	191,590,000	244,290,544	273,843,388	305,760,459	340,230,895	377,458,967	417,665,284	417,665,284	2,719,366,821
Other Income	374,368,000	404,317,000	436,663,000	471,596,000	485,743,880	500,316,196	515,325,682	530,785,453	546,709,016	563,110,287	4,828,934,514
External Research Grants	-	8,625,000	10,350,000	12,838,000	16,172,000	20,215,000	25,269,000	27,290,000	34,113,000	42,641,000	197,613,000
Loan	700,000,000										700,000,000
Total income	0,720,295,000	0,879,784,000	8,773,723,656	11,993,058,296	13,671,158,488	15,236,924,175	16,474,505,291	17,335,991,926	19,164,436,063	21,084,980,897	145,334,857,792

9.8.2 COST ESTIMATES FOR STRATEGIC AREAS AND PHASES

	PHASE I	PHASE II	PHASE III	PHASE IV	PHASE V	TOTAL
Strategic Area	Ksh	Ksh	Ksh	Ksh	Ksh	Ksh
Excellence In Education And Training	200,690,000	2,264,111,000	252,506,000	392,857,000	492,987,000	1,567,451,000
Research, Innovation and Outreach for Inclusive Sustainable Development	364,000,000	370,500,000	400,000,000	420,000,000	450,000,000	2,004,500,000
Staff Research Projects		23,288,000	36,387,000	52,559,000	76,754,000	188,988,000
Quality Medical Training and Health provision	1,287,000,000	1,632,620,300	2,207,500,000	2,433,300,000	3,954,480,000	11,572,900,300
Stakeholders Engagement	2,482,250,000	240,000,000	280,000,000	310,000,000	345,000,000	4,197,250,000
Corporate Governance and Management	275,417,000	223,755,000	411,595,000	332,436,000	475,939,000	3,376,478,000
Strategic Institutional Resources (integration of ICT in all areas of service delivery	16,073,406,362	76,460,000	73,360,000	73,360,000	73,360,000	16,369,946,362
Staff costs	11,141,831,917	11,590,451,167	14,786,759,570	18,312,189,765	21,618,493,973	66,307,894,475
Other operational costs	4,413,114,445	4,827,383,501	7,182,131,562	8,909,171,451	10,284,288,989	31,202,975,503
Physical Infrastructure and Facilities	1,045,000,000	1,269,838,983	2,946,866,531	2,087,000,000	2,052,696,000	8,356,401,514
Monitoring and Evaluation	25,649,638	29,816,000	36,981,000	44,375,000	53,251,000	190,072,638
TOTAL	37,308,359,362	22,548,223,951	28,614,086,663	33,367,248,216	39,877,249,962	145,334,857,792

9.8.3 COST ESTIMATES BY FINANCIAL YEAR

Strategic Area	2016/2017 Ksh	2017/2018 Ksh	2018/2019 Ksh	2019/2020 Ksh	2020/2021 Ksh	2021/2022 Ksh	2022/2023 Ksh	2023/2024 Ksh	2024/2025 Ksh	2025/2026 Ksh	TOTAL
Excellence In Education And Training	99,905,000	100,785,000	101,335,000	125,076,000	126,253,000	126,253,000	176,786,000	216,071,000	237,594,000	257,393,000	1,567,451,000
Research, Innovation and Outreach for Inclusive Sustainable Development	177,947,000	186,053,000	175,000,000	195,500,000	195,200,000	204,800,000	200,000,000	220,000,000	250,000,000	200,000,000	2,004,500,000
Staff Research Projects			10,350,000	12,938,000	16,172,000	20,215,000	25,269,000	27,290,000	34,113,000	42,641,000	188,988,000
Quality Medical Training and Health provision	630,500,000	651,500,000	698,225,000	934,395,300	1,103,750,000	1,103,750,000	1,094,985,000	1,338,315,000	1,779,516,000	2,174,964,000	11,509,900,300
Stakeholders Engagement	1,225,996,000	1,256,254,000	104,000,000	136,000,000	135,000,000	145,000,000	150,000,000	160,000,000	165,000,000	180,000,000	3,657,250,000
Corporate Governance and Management	275,417,000	293,666,000	223,755,000	256,258,000	411,595,000	293,996,000	332,436,000	443,249,000	475,939,000	370,167,000	3,376,478,000
Strategic Institutional Resources (integration of ICT in all areas of service delivery)	38,230,000	38,230,000	38,230,000	38,230,000	36,680,000	36,680,000	36,680,000	36,680,000	36,680,000	36,680,000	373,000,000
Staff costs	5,541,601,607	5,600,230,310	5,000,223,904	6,590,227,263	7,206,706,808	7,580,052,762	8,886,757,030	9,425,432,736	10,301,704,372	11,316,789,600	77,449,726,392
Other operational costs	2,202,583,755	2,210,530,690	2,066,198,769	2,761,184,733	3,240,680,680	3,941,450,882	4,458,123,261	4,451,048,190	4,873,600,691	5,410,688,297	35,616,089,948
Physical Infrastructure and Facilities	516,000,000	529,000,000	342,538,983	927,300,000	1,181,000,000	1,765,866,531	1,093,500,000	993,500,000	984,196,000	1,068,500,000	9,401,401,514
Monitoring and Evaluation	12,114,638	13,535,000	13,867,000	15,949,000	18,121,000	18,860,000	19,969,000	24,406,000	26,093,000	27,158,000	190,072,638
TOTAL	10,720,295,000	10,879,784,000	8,773,723,656	11,993,058,296	13,671,158,488	15,236,924,175	16,474,505,291	17,335,991,926	19,164,436,063	21,084,980,897	145,334,857,792



Monitoring and Evaluation

10.1 Introduction

Monitoring and Evaluation (M&E) is a systematic process of collection and analysis of data, and use of information to track a programme/project's progress toward achieving the set objectives. It serves as a tool to guide management decisions in order to enhance the quality of programme/project planning and implementation.

Monitoring is carried out throughout the implementation period and helps managers to understand whether the programme/project is progressing as scheduled and to provide a basis for making necessary adjustments to ensure achievement of planned outputs. Evaluation on the other hand is conducted at planned intervals usually in the middle and at the end of the plan period. The output of the evaluation process provides information on the extent to which the programme/project has achieved the set objectives.

In order to be effective a monitoring and evaluation process should seek to clarify:

- i) What is to be monitored and evaluated?
- ii) Who is responsible for monitoring and evaluation activities?
- iii) When monitoring and evaluation activities are planned (frequency)?
- iv) How monitoring and evaluation are carried out (methods)?
- v) What resources are required and where they are committed?

10.2 Monitoring

For effective implementation of the 2016 – 2026 Kenyatta University Strategic Plan, a monitoring plan will be developed based on the key performance indicator(s) for each strategic objective. The planned activities will be cascaded to the relevant University divisions and operational units to form a basis for the development of their 5 year strategic plans which are in alignment with the University strategic plan. Annual divisional and unit work plans will be developed as part of the annual planning and budgeting process. These plans will be forwarded to the Monitoring and Evaluation office for harmonization before they are forwarded to management for approval. The annual work plan will form the basis of formulating performance contracts for heads of units which will contribute towards their individual performance appraisal.

Monitoring reports will be prepared at all levels (Divisions/Units) using the approved reporting format (Appendix 10.1) and submitted to the Monitoring and Evaluation office for harmonization and validation before they are tabled in management. The report(s) should be based on the approved annual work plans and should include any internal/external factors which affected achievement of planned output(s) and the proposed remedial actions for solving the problems encountered.

10.3 Evaluation

The aim of evaluation is to determine the relevance and achievement of objectives, long-term benefits and sustainability. Evaluation will give evidence of why targets and outcomes have or have not been achieved. Two evaluations will be carried out: an internal mid-term evaluation (after 5 years), and an external evaluation at the end of the plan period (10 years). Prior to external evaluation, the internal evaluators will carry out a self-assessment on the progress of implementation which will form the basis external evaluator's validation.

The evaluation report will focus on:

- Whether the objectives have been achieved;
- Assessing the factors/reasons for unexpected results on specific aspects of the Strategic Plan;
- Establishing lessons learned during implementation of the strategic plan, and
- Making recommendations on way forward.

10.4 Frequency of Reporting

Implementation and reporting on the strategic plan will follow the financial year cycle with quarterly progress reports and annual report at the end of year.

10.5 Flagship Projects

- vi) Mid-term evaluation
- vii) End-term evaluation

10.6 Strategic Goal, Objectives and Strategies

The strategic goal: effective implementation of the strategic plan.

To attain this goal the University will pursue the following objectives:

- viii) establish Monitoring and Evaluation Plan
- ix) strengthen M&E Unit
- x) strengthen monitoring and reporting system
- xi) enhance implementation of the strategic plan

10.1 Log Frame: Monitoring and Evaluation

Strategic Goal: Effective Implementation of the Strategic Plan											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
To establish Monitoring and Evaluation Plan	Develop criteria for monitoring and evaluation	Develop Key Performance Indicators	Performance Criteria	KPI(s) defined	√	√				By Nov. 2018	DVC (Admin) Director QMS
		Develop a monitoring and evaluation plan	Level of development of the M&E plan in place	Complete M&E log frame	√	√					
To strengthen Monitoring and Evaluation Unit	Capacity Building of the M&E unit	Train members of M&E Team	No. of staff trained	All QMS/PC staff trained on monitoring and evaluation	√	√				July 2016 – June 2019	
		Equip M&E Unit with necessary tools and equipment	Level of preparedness by staff	All staff with requisite tools and equipment	√	√				July 2016 – June 2019	
Strengthen monitoring and reporting system	Cascade Performance Contracting to all levels and integrate it with a Performance Appraisal System (PAS)	Implement PC and PAS	Level of implementation of PC and PAS	• All Academic staff on PC • All non-Academic staff on PAS	√	√				July 2016 – June 2019	
		Train heads of departments on strategic plan development and AWP	No. of staff trained	All Unit heads trained	√	√	√	√	√	July 2016 – June 2026	

Strategic Goal: Effective Implementation of the Strategic Plan											
Strategic Objectives	Strategies	Activities	Performance Indicators	Outputs/ Outcomes	Time Frame					Implementation Period	Responsibility
					PHASES						
					I	II	III	IV	V		
To enhance implementation of the strategic plan	Ensure implementation of M&E framework	Periodic monitoring of strategic plan implementation at all levels	Monitoring reports	Quarterly Reports	√	√	√	√	√	July 2016 –June 2026	
		Implement appropriate intervention measures	Status of corrective actions	Quarterly Reports	√	√		√	√		
		Mid-term Evaluation of M&E in 2021	Mid-term Evaluation report	1 report			√			June 2021	
		End-term Evaluation	End-term Evaluation report	1 report					√	June 2026	

Appendix 10.1 Reporting Template

Department:		Reporting Period Ending:					
Strategic Goal:							
Objective	Strategy	Planned Activities	Performance Indicator(s)		Actual Achievement (Cumulative)	Variance	Remarks
			Measure	Target			

Appendix 3
STUDENTS GRADUATION RATE WITH A FOCUS ON THE IMPACT TO THE BIG FOUR AGENDA

	2016 - 2018			2018 - 2020			2020 - 2022			2022 - 2024			2024 - 2026			TOTAL	
	B	Mas	PhD	B	Mas	PhD	B	Mas	PhD	B	Mas	PhD	B	Mas	PhD		
Agriculture	622	40	5	695	122	27	243	46	49	264	82	45	405	193	48	2884	
Architecture	-	-	-	-	-	-	210	-	-	420	-	-	730	-	345	1705	
Engineering	106	-	-	207	-	-	160	13		165	22		185	26	20	904	
Medicine	-	-	-	-	-	-	559	-	68	315	-	74	320	-	96	1432	
Nursing	-	-	-	-	-	-	270	93	-	210	90	-	260	130	-	1053	
Pharmacy	74	-	2	75	-	-	168	-	6	87	-	4	120	-	4	540	
TOTAL																8518	

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Our Vision

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

Our Mission

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

Kenyatta University... ISO 9001:2015 Certified





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