



STRATEGIC PLAN 2014 - 2024

STRATEGIC PLAN

2014 - 2024

MISSION

To generate, disseminate and apply knowledge while sustaining excellence in teaching, learning and research

VISION

A world class University in socio-economic and technological advancements

PHILOSOPHY STATEMENT

Creative, dynamic and responsive

MOTTO

Shajiisho la Maendeleo Endelevu
(Empowerment for sustainable development)

Approval and Issue

Approved By: Prof. M. S. Rajab **Date:** 13th Oct. 2014








Activity	Responsible	Signature	Date
Preparation	Prof. Mwakio Tole		7th Oct - 10th Oct 2014
Review			

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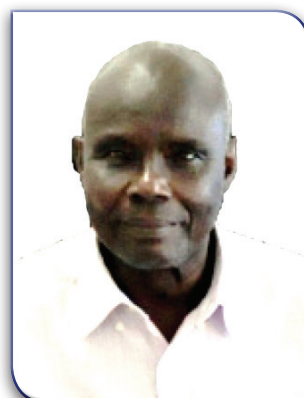
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1. AIDS	-	Acquired Immuno- Deficiency Syndrome
2. B.Env.Sc	-	Bachelor of Environmental Science
3. BA	-	Bachelor of Arts
4. BCom	-	Bachelor of Commerce
5. BPharm	-	Bachelor of Pharmacy
6. BSc	-	Bachelor of Science
7. CCTV	-	Closed Circuit TeleVision
8. DPhil	-	Doctor of Philosophy
9. ECE	-	Early Child hood Education
10. ERP	-	Enterprise Resource Planning
11. GoK	-	Government of Kenya
12. HIV	-	Human Immuno- Deficiency Virus
13. HTM	-	Hospitality and Tourism Management
14. ICT	-	Information and Communication Technology
15. IGAs	-	Income Generating Activities
16. ISO	-	International Standards Organization
17. KUCCPS	-	Kenya Universities and Colleges Central Placement Services
18. LLB	-	Bachelor of Laws
19. MA	-	Master of Arts
20. MBChB	-	Bachelor of Medicine, Bachelor of Surgery
21. MBM	-	Master of Business Management
22. MEd	-	Master of Education
23. MGDs	-	Millennium Development Goals
24. MSc	-	Master of Science
25. MTP	-	Medium Term Plan
26. ODeL	-	Open and Distance Learning
27. PESTEL	-	Political, Economic, Sociol, Technological, Environmental and Legal
28. PhD	-	Doctor of Philosophy
29. PPP	-	Public Private Partnership
30. PU	-	Pwani University
31. SAR	-	Senior Assistant Registrar
32. SSP	-	Self Sponsored Students
33. SWOT	-	Strengths, Weaknesses, Opportunities and Threats
34. TVET	-	Technical and Vocational Education and Training
35. VOIP	-	Voice over Internet Protocol

FOREWORD

Pwani University was established initially as a constituent College of Kenyatta University by a gazette order issued on 23rd August, 2007, with a mandate to, “provide quality education, training, research and innovation for the advancement of the individual and society”. The young institution made major strides in putting in place the required infrastructure to mount quality degree programmes, and was granted a Charter to become a fully fledged University on 31st January, 2013. By September 2014, the University had a student population of over 5,000 students. This became possible through the support of the Government of Kenya and the goodwill of the community.



Prof. Francis K, Sang
Chairman of Council

The Strategic Plan for Pwani University College was developed and launched in 2010 to cover the period of 2010 - 2020. This Plan was developed through a process of wide consultations with stakeholders and it captured their aspirations for the University. As a fully fledged university, it became necessary for Pwani University to revise the Strategic Plan to guide further developments and to align it with, amongst others, the Constitution of Kenya 2010 and the Universities Act 2012.

Pwani University aims to increase access to higher education in Kenya to serve as a motivator to the youth in the region to develop aspirations to attain higher education. This aspiration will act as a catalyst for development in the region. The primary focus of Pwani University is to address the challenges facing the Coastal Region of Kenya for realization of the goals of Vision 2030 of the Government of Kenya, the aspirations of the Constitution of Kenya 2010 and the objectives of the Universities Act 2012. Research conducted will assist in providing solutions to environmental, agricultural, industrial, medical, social, economic and resource utilization.

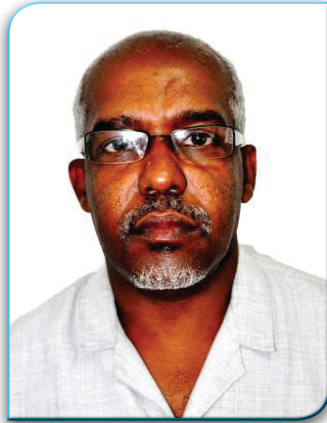
Pwani University will increase access and equity to higher education, especially for the disadvantaged in arid and semi-arid areas. This will be done through affirmative action programmes in admission of students, setting up of campus colleges, and mounting of remedial courses for the disadvantaged. Pwani University aims to produce graduates who are socially responsible as an important hallmark of the Pwani University philosophy.

The Government of Kenya, industry, the public and development partners are called upon to support the implementation of this Strategic Plan for the development of Pwani University.

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PROF. F. K. ARAP SANG
CHAIRMAN OF COUNCIL

PREFACE



Prof. Mohammed S. Rajab
Vice-Chancellor

The demand for higher education in Kenya far outstrips the available capacity in public and private universities. In the recent past, approximately five percent of those completing secondary education were able to secure university admission and only about 25% of those who attain the minimum grade to enter universities actually get admitted to public and private universities. In recognition of this, the Government has endeavoured to increase access to university education by establishing new universities as well as constituent and campus colleges. It was with a view to addressing the need for university education, and to address the unique research issues of the Coastal region, that the Government granted Pwani University a Charter on 31st January, 2013.

Pwani University was established at a time of rapid changes in the higher education sector in Kenya and the world, which provided both challenges and opportunities. For example, the rapid growth in Information and Communication Technologies (ICTs) opened up new opportunities in teaching and learning, especially Open, Distance and e-Learning (ODEL). Pwani University intends to make use of emerging technologies to enhance access and equity and improve quality in university education. Due to the comparative advantage it has as a result of its location, Pwani University is determined to be a centre of excellence for research in the areas of Marine Sciences and Oceanography, Coastal and Dry Land Agriculture, Coastal Culture, Art and Languages and Tropical Medicine. Collaboration with the industry and all stakeholders will be given priority so that students and staff can have an opportunity to contribute solutions that will result in accelerated development of the human and natural resources of the Coast Region, Kenya and the world.

The Strategic Plan of Pwani University captures the vision of the Council, Management and stakeholders in the development of quality programmes and research areas to be given priority over the next ten years. Stakeholders are called upon to continue partnering with Pwani University in building a world-class University that all can be proud of.

A handwritten signature in black ink, appearing to read 'Prof. Mohammed S. Rajab'. The signature is fluid and cursive, with a prominent horizontal stroke at the beginning.

PROF. MOHAMMED S. RAJAB
VICE CHANCELLOR

EXECUTIVE SUMMARY

Introduction

The Pwani University Strategic Plan charts the path for the University to transform itself into a world-class University that provides quality education, training, research and innovation for the advancement of the individual and society, in line with the Kenyan Vision 2030, the Constitution of Kenya 2010 and the Universities Act 2012. This will be achieved through creating an enabling environment by providing the required facilities and attracting the best available human resources in University education in the world. The University will reach out to the community in the areas of teaching and learning, research and community service, from its main campus in Kilifi and from satellite campuses and services in Mombasa, Malindi, Kwale, TaitaTaveta, Tana River, Lamu and Eastern Africa. Pwani University aims to be a centre of excellence in the following areas: Coastal Agriculture; Coastal Arts, Culture and Languages; Oceanography and Maritime Studies; Tropical Medicine; and Hospitality and Tourism Management.

Underlying Principles

Pwani University is committed to the principles of academic freedom, civility, social responsibility, integrity and accountability. These virtues will be inculcated in all staff and students of the University.

Formative Analysis

Pwani University will take advantage of its strengths and opportunities to develop and conduct learning and research programmes that address the social and technological challenges of the region, Kenya and the world at large. This will contribute to the realization of the Millennium Development Goals (MDGs), Kenya's Vision 2030, the Constitution of Kenya 2010 and the Universities Act 2012.

Academic Programmes

The student population of Pwani University will be increased in a manner that matches numbers to available resources, to a student population of 19,565 spread across eight campuses of the Pwani University System (Kilifi -14,635; Mombasa -1,000; Malindi -1,130; Lamu -600; Kwale -1,000; Tana River 500; Taita Taveta -400; and Eastern Africa-300) and taking a diversity of courses. The range of programmes to be offered will include Coastal and Dry Land Agriculture; Business; Coastal Arts, Culture and Languages; Earth Sciences; Marine Sciences and Oceanography; Coastal and Marine Engineering; Law; Tropical Medicine; and Hospitality and Tourism Management. The focus on excellence will be in the fields of Coastal Agriculture; Marine Sciences and Oceanography; Earth Sciences; Tropical Medicine; Hospitality and Tourism Management; and Coastal Arts, Culture and Languages.

Research, Science, Technology and Innovation

Pwani University will contribute to National development by introducing new technologies for harnessing coastal and marine resources. The University will collaborate with stakeholders and invest in state-of-the-art infrastructure for research and development. An Industrial and Technology Park will be a nerve centre for the translation of research results into practicable technologies and for forging linkages with industries.

Access and Equity

Pwani University will establish other campuses and service centers to enhance access to its programmes. Open and e-learning, as well as evening classes and Institutional-Based programmes will also be offered. Affirmative action policies will be developed and implemented to address equity issues. The University will adopt infrastructure designs that are barrier free to persons with special needs.

Quality and Relevance

Stakeholders will be consulted during the development of new programmes and these will emulate world class standards. A quality management system will be implemented to design, offer and review academic and research programmes.

Information and Communication Technology (ICT)

Pwani University will take advantage of the latest advances in ICT to facilitate communication of information within and across its campuses, and with the outside world. State-of-the-art ICT facilities will be provided for use in teaching, learning, research and community outreach, as well as in the library. Computer-based information management systems for student and staff records will continuously be adopted to enhance efficiency in all operations of the University.

Physical Infrastructure and Facilities

Pwani University will develop infrastructure both at the main campus in Kilifi and in satellite campuses, to offer high quality teaching, learning and research. The facilities in all campuses will also increase access to higher education in line with the policies of the Government of Kenya. The infrastructure will be designed to incorporate future technological requirements and provide for persons with special needs.

Finance and Resource Mobilization

Pwani University will progressively increase its internally generated income to fund development activities. This will involve lobbying and aggressive solicitation of funding through the Research and Extension Office.

Manpower Plan and Human Resource Development

The managed expansion of the University will be guided by a manpower plan and a human resource development policy to ensure highly competent and qualified staff for effective and efficient delivery of services and conduct of research. A conducive working environment will be maintained to attract the best lecturers and researchers.

Student Management and Focus

The infrastructure for teaching, learning, research, living and recreation in the Pwani University system will continue to be aesthetically pleasing and sensitive to the requirements of persons with special needs. Codes of conduct will be the guiding principles for staff and students, to ensure civility and respect for all persons. This will provide an enriching campus life that will facilitate development of talent and realization of the potential of the individual and the University as a whole.

Quality Management

The Directorate of Quality Assurance will institute a culture of striving for the best quality in all spheres of endeavour. Hiring policies and processes will be reviewed and used to get the best management for Pwani University. Continuous skills upgrading for the employees, updating of management systems and bench-marking with leaders in the University education sector will ensure that Pwani University attains and retains world-class status. Attraction and retention of the best staff and students will be a hallmark of Pwani University.

Linkages and Collaborations

Pwani University will continue to forge links with industry and research institutions locally and internationally. The linkages will ensure mutual benefit in

research and learning for cooperating institutions.

Monitoring and Evaluation

Pwani University will implement the planned activities and annually monitor and evaluate implementation of this Strategic Plan to realise the goals of the University. A mid-term review of the Strategic Plan will be carried out to align it with changes and realities of the day.

CHAPTER ONE

BACKGROUND AND INSTITUTIONAL FRAMEWORK

1.1 HISTORICAL PERSPECTIVE OF PWANI UNIVERSITY

Pwani University came into being after numerous calls to have a Public University in the Coast Region since the early 1990's by eminent persons and Coast leaders. On 23rd August 2007, President Mwai Kibaki signed an order to have the former Kilifi Institute of Agriculture upgraded to a Constituent College of Kenyatta University. Pwani University became a fully fledged University on 31st January, 2013 when a charter was issued by President Mwai Kibaki. The predecessor to Pwani University College, Kilifi Institute of Agriculture was started when the foundation stone was laid in 1984 by President Daniel Arap Moi. The first intake of 200 students for the two year Certificate Course in Agriculture and Home Economics was in July 1987. By 2007, Kilifi Institute of Agriculture had graduated 3,837 students. The Institute also hosted a number of Masters and PhD research students from other national universities, and conducted outreach programmes which served to transfer Agricultural technologies to the surrounding communities.

The Government policy on education (Sessional Paper No.1, 2005) emphasized the need for expansion of university education in tandem with population growth and the demand for university places and research facilities. It also stressed that the development of quality human resources is central to the attainment of national goals for industrial development. Institutions of higher learning were viewed as not only increasing higher education opportunities, but were also regarded as catalysts for development in areas where they were located. The Kinyanjui

Report (2006) recommended that because the education attainment index of Kenya Coast Region was among the three that were ranked below the national average, a public university should be established at the Coast.

Pwani University is situated in Kilifi County, in the scenic resort town of Kilifi about 60 km north of Mombasa and adjacent to the Indian Ocean. This location of Pwani University serves to motivate the community where many are inspired to pursue higher education. Establishing Pwani University has been necessitated by Kenya's objective of industrialization as contained in the Vision 2030 and the MDGs. For these to be realized, it is imperative to develop and utilize the country's human, physical and biological resources. The biophysical and other humid lowland resources that are unique to the 500km of coastal shoreline have remained under-developed and under-utilized. Research and development of human and material resources is vital for economic development of the this region. The establishment of Pwani University has created opportunities to develop skills that are necessary for the utilization of these resources for the benefit of the coastal people in particular, and the country as a whole.

Pwani University is poised to become a centre of excellence in the following disciplines;

- Coastal Agriculture,
- Marine Sciences and Oceanography,
- Hospitality and Tourism Management,

- Earth Sciences (Mining)
- Tropical Medicine
- Coastal Arts Culture and Language,

The University admitted its first cohort of degree students on 29th October, 2007 as a University College. Pwani University College awarded 126 certificates, 175 diplomas and 433 degrees totaling to 734 graduands as a constituent college of Kenyatta University. The University held its first graduation as a fully fledged University in November 2013 where 256 degree students, 90 diploma and 83 certificate students graduated. Currently, the University has over 5,000 students taking courses in Agriculture, Fisheries, Sciences, Arts, Education, Environmental Sciences, Humanities, Business Studies and Hospitality and Tourism.

The Kenya Vision 2030 blue print recognizes human resource development as key to rapid development. Highly trained, yet flexible human resource that has the relevant knowledge and skills requires sustained and continuous learning and relearning of content developed in close consultation with industry. Pwani University will continue to be guided in the development of its curriculum by the needs of industry and advances in knowledge in the world in general.

1.2 PWANI UNIVERSITY IN THE GLOBAL PERSPECTIVE

Pwani University was established at a time when globalization was enabled by free movement of goods, services and capital around the world. Globalization has been brought closer to Pwani University through affordable and rapid air travel, decreased restrictions on visa issuance and accessible and rapid mass communication through electronic media and real time internet connectivity. To a large extent globalization has resulted in national boundaries becoming less relevant as barriers to knowledge transmission and university education becom-

ing a tradable service across international borders. Students can now cross borders in search of quality education at a price they can afford. They can also register in faraway universities and take courses offered through e-learning from anywhere in the world without residency requirements. Pwani University will develop and deliver e-learning and other ICT-based modes of learning within the plan period. The University is alert to the challenges and opportunities of globalization which ensures that it attracts students by offering quality university education at competitive rates.

The first borders to collapse with globalization are the East African boundaries. Neighboring countries have expanded their university education facilities and have consequently attracted many Kenyan students. It is now official that East African students are expected to be treated like their Kenyan counterparts. This has tilted the balance of trade in education in favour of sister East African states. Other qualified students miss out on places in Kenyan universities and choose to pursue university education overseas at great cost to their families and to Kenya in terms of a drain on foreign currency reserves. Kenyan universities need to rise to the challenges to retain these students, and attract students from other countries.

All over the world, universities have always been strategic national institutions whose developments have punctuated the advancement of nations with progressive economies. Such countries would not have developed as much as they have without allocating significant investment in tertiary education.

Education in Kenya is a costly investment and Pwani University is faced with scarcity of resources. The high cost of infrastructure development and equipment to adequately meet the requirements for quality education has made it difficult for any institution to be absolutely self-sufficient in meeting all its requirements. International collaborations

will provide a means for Pwani University to share resources in areas where other institutions have a competitive advantage, so that degrees can be offered jointly at lower cost, with joint research more efficiently conducted, and staff training more cost effectively achieved.

1.3 PWANI UNIVERSITY AND THE NATIONAL AGENDA

In line with the Vision 2030 framework, Pwani University will strive to bring about economic, industrial and technological developments in the country. It will also work to ensure effective realization of the three pillars of Vision 2030, namely: economic, social and political development. The Kenya Vision 2030 is to be implemented in successive five year Medium Term Plans (MTP) with the second such plan covering the period 2013-2017, and thereafter, every five years.

As the country makes progress towards achieving Vision 2030 and the MDGs Pwani University will make its contribution in this national agenda through the provision of quality education, training, relevant research and outreach programmes. The University will continue to contribute to the transformation of Kenya to realize the objectives of Vision 2030 through teaching and research for sustainable and efficient utilization of its natural resources, thus providing the necessary tools for quality life for all by the year 2030. This Strategic Plan charts the way for Pwani University to provide globally competitive quality education, training and research for development and enhanced individual well-being in the attainment of the national agenda in line with the Ministry of Education, Science and Technology Strategic Plan.

CHAPTER TWO

STRATEGIC DIRECTION AND FUNDAMENTAL STATEMENTS

2.1 MANDATE OF PWANI UNIVERSITY

To provide quality education, training, research, outreach and opportunities for innovation for the advancement of the individual and society.

2.2 MISSION

To generate, disseminate and apply knowledge while sustaining excellence in teaching, learning and research.

2.3 VISION

A world-class University in socio-economic and technological advancements.

2.4 PHILOSOPHY STATEMENT

Pwani University will strive to be dynamic, responsive and provide quality education, training, research, outreach and opportunities for innovation for the advancement of the individual and society. The institution is committed to invest its infrastructure and human resource so as to enhance the discovery, transmission, preservation and enhancement of knowledge and to stimulate the intellectual growth and participation of students in the economic, social, cultural scientific and technological development of Kenya.

The University will offer disseminate knowledge in all disciplines relevant to the daily life of Kenyans for the purpose of enlightening and enabling students and others to improve their standards of living, provide for intellectual advancement and uplift their spiritual and moral status.

General statement should include the development of inclusionary practices, catering to diverse students

2.5 MOTTO

Shajiisho la Maendeleo Endelevu (Empowerment for sustainable development)

2.6 STRATEGIC GOALS

- a) To provide directly, or in collaboration with other institutions, facilities for university education, the integration of teaching, research and effective application of knowledge and skills to the life, work and welfare of the citizens of Kenya;
- b) To participate in the discovery, transmission, preservation and enhancement of knowledge and to stimulate the intellectual growth and participation of students in the economic, social, cultural, scientific and technological development of Kenya.
- c) To participate in and contribute to improvement of the well-being of neighbouring communities.

2.7 KEY OBJECTIVES

- a) To cultivate academic excellence by moulding Pwani University students to world class standards.
- b) To embrace flexibility, new technologies and innovation in ensuring rich undergraduate and graduate learning experiences.
- c) To become a renowned research institution by upholding originality and the spirit of free, critical and ethical inquiry.
- d) To partner with other institutions in positively impacting the community.
- e) To attract, develop and retain high quality staff with a global outlook who are committed to nurturing the professionalism.
- f) To avail and manage state of the art facili-

ties and infrastructure.

- g) To guarantee the institution's growth through sound management and public accountability.

2.8 CORE VALUES

In order to implement the Objectives as envisaged in this plan, the management, staff, students and stakeholders of Pwani University will institutionalize and inculcate values and cultures which enables them to promote excellence and outstanding character in achieving the Mission and Vision of the University. Pwani University espouses the following values which are at the heart of all our activities and planning:

- i) Encouraging inclusiveness and respect for diversity of ideas, people and cultures.
- ii) Respecting intellectual freedom: the freedom to conduct research, teach, speak and publish, subject to the norms and standards of scholarly inquiry.
- iii) Building a cohesive university community that cherishes teamwork and partnership in the accomplishment of the University Mandate and personal development of staff and students.
- iv) Acting with honesty, integrity and mutual respect.
- v) Providing equal opportunities and access to all.
- vi) Encouraging continual improvement of the self and the body corporate. Supporting excellence in teaching, research and service to humanity.
- vii) Promoting civic responsibility, accountability, transparency and fidelity to the law.
- viii) Respecting and encouraging creativity and innovativeness among its management staff and students.
- ix) Affirming and protecting fundamental human rights and freedoms as well as respecting university property and infra-

structure.

2.9 GUIDING PRINCIPLES

In implementing this Strategic Plan Pwani University will be guided and informed by the following principles. The Strategic Plan will:

- i) Define a university environment that inspires and educates.
- ii) Support and encourage a student population that represents society.
- iii) Be anchored in efficient and effective utilization of resources.
- iv) Be guided by the principle of creativity, innovativeness and uniqueness of character.
- v) Accommodate flexibility and dynamism.
- vi) Foster integrated planning where individual components are interwoven and coordinated.
- vii) Make use of and infuse ICT integration in all components of the University.
- viii) Espouse objectivity, visionary and outstanding leadership in achieving the mandate and mission of the University.

CHAPTER THREE

FORMATIVE ANALYSIS

Pwani University has undertaken a comprehensive formative analysis by carrying out SWOT, PESTEL and stakeholder analyses which have been used as tools to identify key priority areas and the strategies that will be used to review and implement the Strategic Plan.

3.1 SITUATIONAL ANALYSIS

3.1.1 Pwani University - The strengths

- Efficient and effective management of human and physical resources.
- Motivated and efficient staff.
- Competent and experienced management staff.
- Understanding, supportive and focused student population.
- Wide student catchment area.
- Receptive and supportive local community.
- Strong linkages with national and international organizations and institutions.
- Increased emphasis on educational support for persons with disabilities.
- High potential for research and innovation.
- Competent and experienced staff in ICT.
- Expanding ICT infrastructure and software.
- Proximity to the ocean, creek, coral and marine resources for learning and research.
- Ownership of 500 acres of land for future expansion.
- Ownership of rich agricultural land for research and commercial development.
- Established, experienced and renowned scholars in various fields.
- Easily accessible due to its strategic location along the Mombasa -Malindi

Highway.

- Close proximity to the national fibre optic network

3.1.2 Pwani University - The Weaknesses

- A number of staff require further training.
- Inadequate infrastructure, including ICT for teaching, learning and research.
- Shortage of specialized staff in certain disciplines.
- Lack of adequate policies in certain areas.
- Very many needy students.
- Inadequate facilities for persons with special needs.
- Inadequate accommodation facilities for staff and students.
- Underdeveloped e-learning modules.
- Inadequate funding for capital development and recurrent expenditure.
- Low supplementary income due to low demand for non regular programmes.

3.1.3 Pwani University - The Opportunities

- Increasing demand for higher education especially within the Coast region.
- To develop centres of excellence in new area.
- Political goodwill.
- Close working relations with the County Governments.
- Training and resource centre for County Governments in the Coast region.
- Proximity to the sea and other coastal resources.
- Interest from renowned scholars and potential collaborators.
- Wide areas for research and development with funding potential.

Potential to develop academic pro-

grammes that are unique to the University.

- Potential to collaborate with tourism industry in training and research.
- High potential for supplementary income generating activities.
- Potential for Land and Campuses in strategic towns along the Kenyan Coast.
- Potential to conduct unique research to exploit coastal resources and resolve health, social and environmental issues.
- Location of the University close to tourist resorts and towns with adequate infrastructure.
- Availability of affordable labour force.
- Emerging trends in the use of ICT in teaching, learning and research.
- Potential for Open Learning

3.1.4 Pwani University - The Threats

- High poverty levels in the general populace within the region.
- HIV/AIDS and other life threatening epidemics.
- Increasing drug and substance abuse among the youth.
- Retrogressive cultural practices within the local community.
- Land grabbing, unplanned settlements and encroachments.
- Low interest and poor performance in education by local populace.
- Remoteness from major cities leading to low resource allocation and additional operational costs.
- Competition for resources with other universities, constituent colleges and other institutions.
- Competition for students with other universities.
- Emerging societal problems such as terrorism.

3.2 PESTEL ANALYSIS

Pwani University Strategic Plan is designed for a period of 10 years. Within this time, it is expected that there will be challenges in the education sector influenced by political, economic, social, technological, environmental and legal forces. Pwani University has undertaken a PESTEL analysis and has come up with the following findings:

3.2.1 Political

There is political goodwill and support from the National and County Governments as well as the local political leaders for further growth of the University. Political tensions associated with elections have not had significant direct impact on the University, except in relation to overall downturn in the country's economy and the tourism industry. This is a good indicator of resilience and continuity of the University especially with the adoption of the new constitution in 2010 which established County Governments bringing resources and services closer to the people.

3.2.2 Economic

High poverty levels in the Coast Region limit the number of self - sponsored students who can afford to access Pwani University programmes. World-wide economic hardships threaten funding for the University from donors and the exchequer. These also threaten the ability of parents to financially support education of their children. In order to support research and other developments, it is imperative that the University adopts innovative strategies to raise funds to supplement government capitation.

3.2.3 Social

Retrogressive cultural practices, low interest in education, gender disparity, radicalization of the youth and other anti-social practices such as drugs and substance abuse have had a negative impact on educational outcomes in Coastal Kenya. Other factors such as poor health, malnutrition, hunger and lack of role models have also had a detrimental effect on the educational achievement levels. The perception that wealth can be easily

obtained by interactions with tourists at the beaches is a drawback to pursuit of education at higher levels.

3.2.4 Technological

The ICT revolution with the availability of wireless technology and the fibre optic network, e-learning platforms and other modes of teaching delivery offer potential for quality learning and access to current learning materials. Pwani University will continue to take advantage of technological advancements to provide a state-of-the-art learning environment.

3.2.5 Environmental

The setting of the campus in the seaside tourist resort town of Kilifi offers a myriad of opportunities for growth and diversification in areas that are unique to the University. It offers practical learning and research opportunities in sciences, tourism, coastal and dry land agriculture, oceanography, marine sciences, fisheries, hospitality and tropical medicine.

3.2.6 Legal

As a fully fledged institution, Pwani University has developed statutes and other policies that are in conformity with the Constitution of Kenya 2010, the Universities Acts 2012 and the Pwani University Charter 2013. The University therefore has the legal framework and will undertake its full mandate and showcase its competitiveness.

3.3 STAKEHOLDER ANALYSIS

Pwani University stakeholders include all institutions and people that have an interest in the University including students, staff, the Government, industry, collaborators and the community. The University will endeavor to regularly consult and work together with all the stakeholders in order to make Pwani University a world-class University. In dealing with the stakeholders, the University strives to offer equal opportunities to all.

CHAPTER FOUR

IMPLEMENTATION ISSUES

4.1 ACADEMIC PROGRAMMES

As a University, Pwani has the mandate of teaching, research and community outreach. Teaching takes place in academic departments which make up the schools of the University. Currently, the University has five schools headed by Deans (Education, Pure and Applied Sciences, Agricultural and Environmental Sciences, Humanities and Social Sciences, and School of Graduate Studies). Other proposed schools in the plan period include, Business, Earth Sciences, Marine Sciences and Oceanography, Law, Health Sciences (Tropical Medicine), Nursing, Hospitality and Tourism Management, Environmental Science, Agriculture, Space Sciences, Engineering, Architecture and Building Sciences.

In order to provide quality education and training, the University will in the plan period continue to involve stakeholders in the revision of existing and development of new academic programmes. Practical orientation and relevance to market demand will guide the efforts in this direction.

The University aims to continuously recruit, develop and retain quality academic staff and is focused on the crucial need to improve the learning infrastructure through expansion and modernization.

4.1.1 Strategic Goal

Provide quality university education and training.

4.1.2 Strategic Objectives

The following strategic objectives will be pursued by the University to advance its academic programmes:

1. Produce globally competitive graduates.
2. Develop market-driven programmes.
3. Promote and facilitate distance,

open and e-learning programmes.

4. Create a distinctive learning experience.

4.1.3 Strategies

1. (a) Develop internationally certified programmes
(b) Recruit high calibre students.
(c) Recruit internationally renowned scholars.
(d) Implement effective Quality Management Systems.
- 2 (a) Periodically conduct market surveys.
(b) Review academic programmes to meet market needs.
(c) Develop new market-oriented programmes.
3. (a) Establish infrastructure for open and e-learning.
(b) Develop and implement e-learning modules.
(c) Develop capacity for staff to implement e-learning.
4. (a) Develop a conducive learning and living environment.
(b) Develop strong national and international exchange programmes and linkages.
(c) Facilitate scholarship funding.
(d) Establish strong collaboration with research institutions and industry.
(e) Provide students and staff members with a state-of-the-art learning environment, ICT and library services.

4.2 COURSES

The following broad areas and courses have been identified as potential areas of study to be implemented at Pwani University to give it a unique and competitive edge. These are in addition to already existing undergraduate and graduate programmes (Education, Business, Sciences, Agriculture and Humanities).

Table 1.1 CURRENT SCHOOLS AND PROGRAMMES OF PWANI UNIVERSITY

SCHOOL	DEPARTMENT	PROGRAMMES
Pure and Applied Sciences	Biological Sciences	BSc. (Bachelor of Science)
		BSc. (Microbiology)
		BSc. (Marine Biology and Fisheries)
		MSc (Applied Medical Entomology)
		MSc. (Microbiology)
		MSc (Fisheries)
		PhD
	Biomedical Sciences	BSc. (Environmental Health)
		Postgraduate Diploma in Research Methods
		MSc. (Public Health)
		PhD.
	Chemistry and Biochemistry	BSc.(Biochemistry)
		BSc.(Chemistry major)
		BSc.(Industrial Chemistry)
		MSc.(Chemistry)
		MSc.(Biochemistry)
		MSc.(Biotechnology)
		PhD
	Mathematics and Physical Sciences	Diploma in Computer Science
		BSc.
		BSc. (Computer Science)
		MSc. (Physics)
		PhD.
	Nursing	BSc. Nursing and Public Health BSc. Nursing (Up-grading)

Education	Curriculum Instruction and Educational Technology	Diploma in Agricultural Education and Extension
		Diploma in Primary Education
		BEd.(Science)
		BEd(Arts)
		BEd(Primary Education)
		BSc. (Agricultural Education and Extension)
		MEd. (Science and Mathematics Education)
		MSc. (Agricultural Education)
		MEd. (Curriculum Development)
		Postgraduate Diploma in Curriculum Studies
		Postgraduate Diploma in Education
	PhD.	
	Educational Administration Economics and Planning	M Ed. (Administration)
		M Ed. (Planning)
		M Ed. (Economics)
		PhD.
	Educational Psychology and Special Needs	Certificate in Early Childhood Development and Education.
		Diploma in Early Childhood Development and Education.
		BEd. in Early Childhood Education.
		BEd. in Special Needs Education.
MEd (Educational Psychology)		
MEd. (Special Needs Education)		
PhD.		
Educational Foundations and Policy Studies	MEd. (History of Education).	
	MEd. (Philosophy of Education).	
	MEd. (Contemporary Issues).	
	PhD.	
Agricultural and Environmental Sciences	Crop Sciences	Certificate in General Agriculture.
		Diploma in Agriculture and Marketing.
		Diploma in Horticulture and Marketing.
		BSc. in Agriculture and Enterprise Development
		MSc. in Agronomy
		PhD.
	Animal Sciences	Diploma in Animal Health Management
		BSc. in Animal Production and Health Management
		MSc. in Livestock Sciences
		PhD.
	Environmental Sciences	BSc. in Environmental Science.(B.ENV. Sc)
		Bachelor of Environmental Planning and Management
		Bachelor in Environmental Studies in Community Development
		MSc. in Environmental Science
		MSc. in Environmental studies in Community development
		PhD.

Humanities and Social Sciences	Languages, Linguistics and Literature	BA.(French)
		BA. (English and Linguistics)
		BA. (Kiswahili and African Languages)
		BA. (Literature)
		MA. (English)
		MA. (Kiswahili and African Languages)
		MA. Literature
		PhD.
	Business Management and Economics	B. Com
		BA (Economics)
		MBA
	Social Sciences	BA (Sociology)
		BA (Psychology)
		BA (History)
		BA (Archaeology)
		BA (Political Science)
	Hospitality and Tourism Management	Diploma in (Hospitality and Tourism Management)
		BSc. (Hospitality and Tourism Management)
		BSc. in Foods, Nutrition and Dietetics)
	Philosophy and Religious Studies	BA. (Religious Studies)
		BA. (Philosophy)
		MA. (Religious Studies)
		MA. (Philosophy)
		PhD.

4.0.1 Projected Programmes

In addition to existing programmes the following will be implemented.

TABLE 1.2: PROPOSED SCHOOLS AND PROGRAMMES OF PWANI UNIVERSITY

SCHOOL	DEPARTMENT	PHASE 1	PHASE 2	PHASE 3
Pure and Applied Sciences		2014-2016	2016-2019	2019-2024
	Plant and Microbial Sciences	<ol style="list-style-type: none"> Certificate in Laboratory Technology Diploma in Applied Biology BSc.(Plant Microbial Sciences) MSc. in Plant Ecology 	<ol style="list-style-type: none"> BSc. In Forestry MSc.(Ethnobotany) 	<ol style="list-style-type: none"> BSc.(Wood Science and Technology) MSc.(Plant Taxonomy)
	Zoological Sciences	<ol style="list-style-type: none"> BSc. (Zoology) MSc. (Agricultural Entomology) 	<ol style="list-style-type: none"> Certificate in Apiculture BSc. (Wildlife Management) MSc. (Tropical Entomology) 	<ol style="list-style-type: none"> BSc. (Conservation Biology) MSc. (Parasitology)
	Chemistry	<ol style="list-style-type: none"> BSc.(Chemistry) MSc.(Environmental Chemistry) 	<ol style="list-style-type: none"> BSc.(Applied Analytical Chemistry) 	<ol style="list-style-type: none"> BSc.(Medicinal Chemistry) BSc.(Geochemistry)
	Biochemistry and Biotechnology	BSc.(Biotechnology)	<ol style="list-style-type: none"> BSc (Medical Biochemistry) MSc. (Bioinformatics) 	<ol style="list-style-type: none"> MSc.(Immunology) MSc.(Marine Biotechnology)
	Physics and Computer Science	<ol style="list-style-type: none"> BSc. (Physics) BSc. (Applied Physics and Instrumentation) BSc. (Telecommunication & Information Technology) PhD. (Physics) 	MSc. (Space Physics)	<ol style="list-style-type: none"> BSc. (Geophysics) BSc. (Renewable Energy and Environmental Physics) BSc.(Renewable Energy and Environmental Physics)
	Mathematics and Statistics	<ol style="list-style-type: none"> BSc. (Mathematics) BSc. (Actuarial Science) PhD. 	<ol style="list-style-type: none"> BSc. (Applied Statistics) MSc. (Pure Mathematics) MSc. (Applied Mathematics) MSc. (Applied Statistics) MSc. (Medical Statistics) 	<ol style="list-style-type: none"> PhD.(Applied Statistics) PhD. (Pure Mathematics) PhD. (Applied Mathematics) PhD.
	Marine Sciences and Oceanography	<ol style="list-style-type: none"> Certificate in Aquaculture Production, Management and Marketing Certificate. (Community-based Natural Resource Mgt) Certificate. (Integrated Sustainable Coastal Development) MSc (Fisheries Resource Management) MSc. (Aquaculture & Stock Management) 	<ol style="list-style-type: none"> Certificate (Fishing Gear Technology) Certificate (Marine Vessel Design and Construction) BSc. (Marine Spatial Planning & Management) MSc. (Biodiversity Conservation Biology) 	<ol style="list-style-type: none"> BSc. (Coastal & Estuarine Ecology) MSc. (Marine Spatial Planning & Management) MSc. (Marine Social Science & Economics)
	Oceanography and Coastal Sciences		BSc. (Oceanography)	<ol style="list-style-type: none"> MSc. (Physical Oceanography) MSc. (Chemical Oceanography) MSc. (Biological Oceanography)

Space Sciences						BSc Space sciences
Nursing	Reproductive Health and Midwifery	BSc. Nursing (Reproductive Health and Midwifery)				1. MSc.(Maternal and Neonatal Nursing) 2. PhD.
	Community Health Nursing	1. BSc. (Geriatric Medicine) 2. MSc.(Community Health Nursing) 3. MSc.(Medical Surgical Nursing)				1. MSc.(Critical Care Nursing) 2. MSc.(Mental Health Nursing) 3. MSc.(Nursing Education)
Health Sciences	Biomedical	1. MChB 2. Postgraduate Diploma in Research Methods				B.Sc. (Physiotherapy)
	Public Health (Tropical Medicine)	1. BSc.(Environmental Health) 2. MSc. (Laboratory Management and Epidemiology)				
	Food Nutrition and Dietetics	Diploma (Food Nutrition and Dietetics)				1. BSc. (Clinical Nutrition) 2. PhD.
	Alternative Medicine					1. MSc. (African Traditional Medicine) 2. PhD.
	Anatomy					BSc. (Anatomy)
	Physiology					1. BSc. (Physiology) 2. MSc. (Physiology)
	Pharmacy	Diploma (Pharmacy)				1. M.(Pharm) 2. D.(Pharm)
Earth Sciences	Geology					1. B Sc.(Mineral Exploration and Mining) 2. B Sc.(Mineral Processing and Marketing)
Engineering	Engineering	1. BSc. (Coastal and Marine Engineering) 2. BSc.(Bio-Mechanical and Environmental Engineering)				1. B Sc.(Material Science & Engineering) 2. BSc. Mechatronics Engineering 3. B Sc.(Mining Engineering and Technology)
Architecture and Building Sciences	Architecture					B. Architecture
Law	Construction Management					B Sc. (Construction Management)
	Law	1. Diploma (Terrorism, Crime and Security Studies) 2. BA. (Environmental Law and Policy) 3. BA.(Maritime Law)				1. MSc.(Forensic Studies) 2. MSc.(Police Studies) 3. MSc (Military Studies) 4. MA.(Terrorism, Criminology and Global Security) 5. PhD.

Education	Technical and Vocational Education	<ol style="list-style-type: none"> Certificate (Adult Education) Diploma (Educational Technology) Diploma (Adult Education) BEd. (Adult & Continuing Education) BEd.(Science Agricultural Extension & Community Development) BEd. (Technical and Vocational Training). 	<ol style="list-style-type: none"> BSc. (Environmental Education) MEd.(Adult Education) MEd.(Science Agricultural Extension) MEd. (Technical and Vocational Training). 	
	Educational Administration Economics and Planning	<ol style="list-style-type: none"> Diploma (Educational Management) MEd. (Administration and Planning) MEd. (Leadership & Management) Post Graduate Diploma In Management and leadership	<ol style="list-style-type: none"> Diploma (Co-operate Governance in Education) MEd. (Co-operate Governance in Education) 	PhD.
	Educational Psychology	Diploma (Neuropsychology)	<ol style="list-style-type: none"> MA.(Guidance and Counselling) MA.(Education Research and Evaluation) 	
	Special Needs	<ol style="list-style-type: none"> Certificate(Sign Language) Diploma in Sign Language Diploma(Deaf/Hard Hearing) Diploma (Visual Impairment) Diploma (Communication and Speech Language) Diploma(Cognitive disability/autism) BEd.(Deaf/ Hard Hearing) BEd. (Visual Impairment) BEd (Communication and Speech Language) BEEd.(Cognitive Disability/Autism) 	<ol style="list-style-type: none"> MEd. (Deaf /Hard Hearing) MEd. (Visual Impairment) MEd. (Communication and Speech Language) MEd (Cognitive disability/autism) 	PhD.
	Early Childhood Development and Education	<ol style="list-style-type: none"> MEd. in Education Psychology PhD. PhD. 	<ol style="list-style-type: none"> MEd in ECE MEd in Assessment and Evaluation PhD. PhD. 	PhD.
	Educational Foundations and Policy Studies	<ol style="list-style-type: none"> MEd. (Higher Education) MEd.(Sociology of Education) MEd.(International Policy Studies) MEd. (Comparative Education and International Studies) MEd. (Education & Development) Postgraduate Diploma in Contemporary Issues) Postgraduate Diploma (Higher Education) Postgraduate Diploma(Policy Studies) 	<ol style="list-style-type: none"> MEd. (Basic Education) MEd. (Teacher Education) MEd. (Education and Development) PhD. (Education and Development) 	PhD.

Agriculture	Crop Sciences	<ol style="list-style-type: none"> 1. BSc.(Agri-business and Trade) 2. BSc.(Agricultural Resource Management) 3. BSc. (Coastal and Dry land Agriculture) 4. MSc. (Agribusiness) 	<ol style="list-style-type: none"> 1. Certificate (Soil and Water Management) 2. Diploma (Soil and Water Management) 3. BSc.(Horticulture and Marketing) 4. BSc. (Floriculture, Landscaping and Interior Design) 5. BSc. (Agricultural Economics) 6. PhD. 	<ol style="list-style-type: none"> 1. BSc.(Food Science and Technology) 2. MSc. (Horticulture) 3. MSc. (Coastal and Dry land Agriculture)
	Animal Sciences	<ol style="list-style-type: none"> 1. Certificate (Meat Technology) 2. Diploma (Dairy Technology) 3. Diploma (Meat Technology) 4. Diploma (Leather Technology) 5. Diploma (Animal Husbandry) 	<ol style="list-style-type: none"> 1. Certificate (Veterinary Medicine) 2. MSc. (Poultry Science) 3. Master in Livestock Value Chain 4. PhD. 	<ol style="list-style-type: none"> 1. MSc. (Leather Technology) 2. MSc.(Dairy Technology) 3. MSc. (Meat Technology)
Environmental Sciences	Environmental Sciences	<ol style="list-style-type: none"> 1. BSc. (GIS and Remote Sensing) 2. BSc. (Disaster Management and Conflict Resolution) 3. BSc.(Urban planning and Development) 4. BSc. (Community Development) 5. M.Sc.(GIS and Remote Sensing) 6. MSc. (Disaster Management and Conflict Resolution) 7. MSc.(Urban planning and Development) 	<ol style="list-style-type: none"> 1. BSc. (Natural Resources Management) 2. MSc. (Natural Resources Management) 3. PhD. 	
	Business Economics	Business Administration department	<ol style="list-style-type: none"> 1. Diploma (Supplies and Purchasing Management) 2. Diploma (Financial Management and Book Keeping Education) 3. Diploma (Secretarial and Office Administration) 4. BCom. (Business Administration) 	<ol style="list-style-type: none"> 1. BA. (Supplies and Purchasing Management) 2. BA. (Secretarial and Office Administration) 3. BA. (Human Resource) 4. Executive Master of Public and Civil Service
	Accounting and Finance	<ol style="list-style-type: none"> 1. BCom. (Accounting) 2. BCom. (Finance) 	<ol style="list-style-type: none"> 1. MSc. (Accounting) 2. MSc. (Finance) 	PhD.
	Management Science Department	<ol style="list-style-type: none"> 1. BCom. (Management Science) 2. BSc. (Maritime Studies) 	MSc. (Management Science)	PhD.
	Economics Department		MA. (Economics)	PhD.

Humanities, Coastal Cultures and Religious Studies	Social Sciences	<ol style="list-style-type: none"> 1. Certificate (County Governance) 2. Certificate (Corporate Governance) 3. Diploma (County Governance) 4. Diploma (Corporate Governance) 5. Higher Diploma in Research Management and Leadership 	<ol style="list-style-type: none"> 1. BA. (County Governance) 2. BA. (Corporate Governance) 	<ol style="list-style-type: none"> 1. MA. (Psychology) 2. MA. (History, Archaeology and Political Science) 3. MA. (Corporate Governance) 4. MA. (Research Management and Leadership)
	Library and Information Sciences	BSc. (Library and Information Science)	<ol style="list-style-type: none"> 1. MA. (Library and Information Science) 2. MSc. (Library and Information Science) 	BA. (Journalism)
	Philosophy and Religious Studies	<ol style="list-style-type: none"> 1. Diploma (Leadership Studies) 2. Diploma (Christian Ministry) 3. BA. (Theology) 4. BA. (Islamic Studies) 5. BA. (Leadership Studies) 	<ol style="list-style-type: none"> 1. BA. (Interfaith Studies) 2. BA. (Religion and Gender) 3. BA. (African Religion and Heritage) 4. MA. (Theology) 5. MA. (Islamic Studies) 6. MA. (Leadership Studies) 	<ol style="list-style-type: none"> 1. MA. (Religion and Gender) 2. MA. (African Religion and Heritage) 3. PhD.
	Theatre Arts and Music	<ol style="list-style-type: none"> 1. Diploma (Film or Mass communication) 2. Diploma (Education and Proven theatre Arts Experience) 	<ol style="list-style-type: none"> 1. BA (Music) 2. MA (African Music) 3. MA Musical Arts (Performance) 4. MA Music (Composition) 5. MA Music (Musicology) 6. MA (Theatre arts & Film Studies) 	<ol style="list-style-type: none"> 1. MA (Music Education) 2. PhD 3. Doctorate (Musical Arts)
	Fine Arts and Design	<ol style="list-style-type: none"> 1. BA. (Art and Design) 2. BEd. (Art and Design) 		MA. (Art and Design)
Hospitality and Tourism Management	Literature, Languages and Linguistics	<ol style="list-style-type: none"> 1. Certificate (French) 2. Certificate (Arabic) 3. Diploma (French) 4. BA. (Arabic) 	<ol style="list-style-type: none"> 1. Diploma (Business French) 2. BA. (Communication) 3. BA. (Language and Linguistics) 4. BA. (Rhetoric) 5. BA. (Business French) 	<ol style="list-style-type: none"> 1. BA. (Chinese) 2. BA. (Japanese) 3. BA. (Spanish) 4. BA. (Italian)
	Hospitality	<ol style="list-style-type: none"> 1. Diploma Hospitality Management 2. BSc. (Hospitality Management) 	M Sc. (Hospitality & Tourism Management)	PhD.
	Tourism Management	<ol style="list-style-type: none"> 1. Diploma (Tourism) 2. Diploma (Meetings and Event Management) 3. BSc. (Tours and Travel) 	<ol style="list-style-type: none"> 1. BSc. (Tourism Management) 1. BSc. (Recreation, Leisure and Sports Studies) 2. BSc. (Food and Beverage Management) 	

TABLE 1.3: ENROLMENT, STAFF RECURRENT AND STAFFING COSTS PROJECTIONS

	ENROLLMENT PROJECTIONS									
	School of Pure and Applied Sciences		School of Agricultural and Environmental Sciences		School of Humanities and Social Sciences		School of Education			
	Technical	Academic	Technical	Academic	Technical	Academic	Technical	Academic	Technical	Academic
Phase 1	17	91	2	30	1	86	0	20		
Phase 2	38	238	5	82	5	202	0	63		
Phase 3	62	313	7	113	7	240	0	98		
Staffing cost projections (KShs. millions)	65	595	7	215	7	456		186		
Recurrent cost projections (KShs. millions)	28	255	3	92	3	196	0	80		
Total Annual Cost (KShs. millions)	93	850	10	307	10	652	0	266		

Required Academic and Technical staff for the projected growth in student numbers during 2014-2024

	School of Pure and Applied Sciences		School of Agric & Environmental Sciences		School of Humanities & Social Sciences		School of Education		Overall	
	Technical	Academic	Technical	Academic	Technical	Academic	Technical	Academic	Technical	Academic
Phase 1 (2014/2016)	17	91	2	30	1	86		20	20	227
Students	1918		770		2,940		374		6002	
Ratio: Students / Lecturer	21		26		34		19		26	
Phase 2 (2016/2019)	38	238	5	82	5	202		63	47	585
Students	4524		1,643		6456		2028		14651	
Ratio: Students / Lecturer	19		20		32		32		25	
Phase 3 (2019/2024)	62	313	7	113	7	240		98	76	764
Students	6578		2258		7695		3034		19565	
Ratio: Students / Lecturer	21		20		32		31		26	

NON ACADEMIC STAFF PROJECTIONS			
Post	2014-2016	2016-2019	2019-2024
Vice Chancellor	1	1	1
Deputy Vice Chancellors	3	3	3
Registrars	3	3	3
Directors (Boards and Campuses)	2	4	6
Principals (Campuses)	0	1	3
Deputy Registrars	2	6	9
Central Services	2	5	8
Admissions	8	14	20
Dean of Students	1	4	4
Human Resource Officer	1	1	1
Finance	23	30	40
Internal Audit	2	7	12
Procurement	8	15	20
Examinations	3	8	15
ICT	7	12	15
Security	14	25	35
Farm	7	12	17
Library	9	30	50
Health Unit	6	12	18
Guest House	9	12	15
HTM cooks / Waiter(ess)	4	8	12
Maintenance	9	15	20
Drivers	13	15	20
Student Catering	22	40	60
Sports	2	5	15
Accommodation	3	7	15
Auxiliary Staff	9	15	20
Exchange/Switchboard	3	5	7
Legal Officer	1	2	2
Registry	1	2	2
Students Counselor	1	2	4
Secretaries	23	54	61
Administrative Assistants	8	17	21
Aids Control Unit	1	3	5
Architect / SAR Planning	1	2	5
Performance Contracting	1	2	3
Quality Assurance Officer	1	2	2
Laboratory Technicians	21	50	81
TOTAL	226	451	650

4.3 RESEARCH, SCIENCE, TECHNOLOGY AND INNOVATION

Research, Science, Technology and Innovation have been identified as key to Kenya's socio-economic transformation as envisaged in Vision 2030. This calls for a strong linkage between the University and industry so that findings can be applied to improve production. In this regard the University intends to make a significant impact on the local and the wider community through meeting the demands for tangible solutions that will enhance economic growth and industrialization.

Pwani University will be a regional centre of excellence for research and development of new technologies. The University will take the lead in research in the defined priority areas. The knowledge obtained will be used for social and technological development.

4.3.1 Strategic Goal

To use research enterprise for economic prosperity and the improvement of the quality of life locally, nationally and internationally.

4.3.2 Strategic Objectives

1. Foster excellence in research and innovation.
2. Enhance research capacities of the University.
3. Disseminate research findings to the scientific and industrial communities.
4. Enhance staff capacities to engage in innovation and technological developments.

4.3.3 Strategies

1. (a) Promote research through collaboration across disciplines and, with national and international colleagues.
(b) Train staff in research methodologies.
(c) Continue to provide state of the art research facilities.
(d) Focus research in areas of institutional strength, opportunities and societal needs

2. (a) Increase research funding .
(b) Provide networking and linkages.
(c) Recruit research oriented staff.
(d) Establish research centres.
(e) Develop and Implement motivating research policies.
3. (a) Publish in refereed journals
(b) Establish the University website as a portal for dissemination of information and support University journals
(c) Organize and participate in academic and industry based workshops, conferences and community forums.
(d) Utilise social and public media to disseminate and share research findings.
4. (a) Ensure protection of intellectual property rights of staff and students.
(b) Establish industrial, science and technology parks.
(c) Establish partnerships with industries.

4.4 ACCESS AND EQUITY

The Government of Kenya is committed delivery of the MDGs. Universal Free Primary Education is one of the goals which was introduced in Kenya in 2003. Consequently, the number of students seeking secondary and university education has increased significantly.

Pwani University will continue to enroll an increasing number of the students qualifying for university admission. In order to increase access, the University will continue to address the challenges through diversification in the teaching and learning platforms of delivery.

Pwani University will adhere to the principles of equal opportunity for all through gender equity, disability-mainstreaming and affirmative action. The University shall not dis-

criminate directly or indirectly against any person on grounds of race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth.

4.4.1 Strategic Goal

Increase access to university education.

4.4.2 Strategic Objectives

1. Expand teaching and learning facilities.
2. Diversify modes of learning.
3. Ensure gender parity at all levels within the University.
4. Enhance access to higher education for marginalized groups.
5. Increase access and address the needs of persons with special needs.

4.4.3 Strategies

1. (a) Expand and equip learning facilities including lecture halls, laboratories and libraries.
(b) Establish new campuses and learning centers.
(c) Increase working and office space.
2. (a) Introduce e-learning.
(b) Enhance opportunities for evening and weekend classes.
(c) Enhance opportunities for institution-based programmes.
(d) Increase industrial liaison for field excursions and training.
3. (a) continuously conduct gender audits.
(b) Develop and implement affirmative action policies.
(c) Ensure gender balance in under-represented groups across the curriculum for enrolment and scholarship opportunities.
(d) Education to raise gender awareness to prepare students for vari-

ous careers.

4. (a) Provide bursaries and scholarships.
(b) Mount bridging and remedial courses.
(c) Awareness creation.
(d) Role models and inspirational talks.
5. (a) Enhance accessibility of the physical environment for persons with special needs.
(b) Provide adaptations and modifications for special needs learning and resources.
(c) Sensitize the University community to appreciate persons with special needs.
(d) Provide opportunities for lecturers to develop skills to address the learning needs of persons with special needs.

Table 1.4: CAMPUSES OF PWANI UNIVERSITY

CAMPUS	SCHOOLS	CURRENT COURSES	PROJECTED COURSES	PROJECTED ENROLMENT
MOMBASA	Business Economics	None	<ol style="list-style-type: none"> 1. BCom 2. BA. (Economics) 3. BCom(Business Administration), 4. BCom(Management Science , 5. BCom (Accounting) 6. BCom (Finance) 7. BSc (Maritime Studies) 	1000
	Hospitality and Tourism	None	<ol style="list-style-type: none"> 1. BSc.(Terrorism, Criminology and Global Security), 2. LLB 3. BA (Criminal Law) 4. BA (Maritime Law), 5. BSc. (Forensic Studies) 6. BSc. (Police Studies) 7. BSc. (Military Studies) 	
	Nursing	Bsc Nursing	<ol style="list-style-type: none"> 1. BSc. (Geriatric Medicine) 2. BSC (Health Systems Management) 	
	Education	None	<ol style="list-style-type: none"> 1. BEd. Special Needs 2. MEd. (Special Needs) 3. PhD. 	
	Humanities, Coastal Cultures and Religious Studies)	MA Kiswahili	<ol style="list-style-type: none"> 1. Certificate (County Governance) 2. Certificate (Corporate Governance) 3. Diploma (County Governance) 4. Diploma (Corporate Governance) 5. Higher Diploma in Research Management and Leadership 6. BA. (Theatre Arts and Film Studies) 	
MALINDI	Hospitality and Tourism Management	None	<ol style="list-style-type: none"> 1. BSc.(Tours and Travels) 2. BSc.(Tourism Management) 3. BSc.(Food and Beverage Management) 4. BSc.(Recreation, Leisure and Sports Studies) 5. Diploma(Meetings and Events Management) 	1,130
	Business and Economics	None	<ol style="list-style-type: none"> 1. BCom 2. BA.(Economics) 3. BCom. 4. MBM 	
KWALE	Earth Sciences	None	<ol style="list-style-type: none"> 1. BSc.(Mineral Exploration and Mining) 2. BSc.(Mineral Processing and Marketing) 	1,000
	Business and Economics	None	<ol style="list-style-type: none"> 1. BCom. 2. BA.(Economics) 3. BCom. (Business Administration) 4. BCom. (Management Science) 5. BCom(Accounting) 6. BCom(Finance) 	

LAMU	Business and Economics	None	BSc.(Maritime Studies)	600
	Humanities, Coastal Cultures and Religious Studies	None	<ol style="list-style-type: none"> 1. Diploma (Leadership Studies) 2. BA. (Interfaith Studies) 3. BA.(Religion and Gender) 4. BA.(African Religion and Heritage) 5. BA. (Theology) 6. BA. (Islamic Studies) 7. BA. (Leadership Studies) 8. BA. (Art and Design) 	
	Marine Sciences and Oceanography	None	<ol style="list-style-type: none"> 1. Certificate (Community-based Natural Resource Mgt) 2. Certificate (Integrated Sustainable Coastal Development) 3. Certificate (Fishing Gear Technology) 4. Certificate (Marine Vessel Design and Construction) 5. BSc. (Marine Spatial Planning & Management) 6. BSc. (Coastal Ecology & Management) 7. BSc. (Oceanography) 8. BSc. (Marine Biology and Fisheries) 	
TANARIVER	Marine Sciences and Oceanography	None	Certificate (Aquaculture & Stock Management)	500
	Agriculture, Environment and Business	None	<ol style="list-style-type: none"> 1. Certificate (Soil and Water Management) 2. Certificate (Meat Technology) 3. Certificate (Veterinary Medicine) 4. Diploma (Dairy Technology) 5. Diploma (Meat Technology) 6. Diploma (Animal Husbandry) 7. Diploma (Soil and Water Management) 8. BSc.(Agri-business and Trade) 9. BSc.(Agricultural Resource Management) 10. BSc. (Coastal and Dry land Agriculture) 11. BSc.(Horticulture and Marketing) 	
TAITA TAVETA	Agriculture	None	BSc. (Coastal and Dry land Agriculture)	400
	Marine Sciences and Oceanography	None	Certificate (Aquaculture)	
	Pure and Applied Sciences	None	<ol style="list-style-type: none"> 1. Certificate (Apiculture) 2. BSc. (Wildlife Management) 	
	Hospitality and Tourism Management	None	<ol style="list-style-type: none"> 1. Diploma Hospitality Management 2. Diploma (Tourism) 3. Diploma (Meetings and Event Management) 4. BSc. (Hospitality and Tourism management) 	
EASTERN AFRICA	Nursing	None	B Sc.(Nursing)	300
	Education	None	BEd.	

4.5 QUALITY RELEVANCE

For Pwani University to attain world-class status, it will invest in and offer programmes, facilities and quality management systems that are of a high standard and relevant to the present and future.

4.5.1 Strategic goal

To ensure quality and relevance in all programmes.

4.5.2 Strategic Objectives

1. Provide relevant programmes.
2. Provide competitive, world class programmes.
3. Institutionalize quality management systems.
4. Avail state-of-the-art facilities.

4.5.3 Strategies

1. (a) Develop relevant curricula.
(b) Regular review of programmes to suit the current markets.
(c) Periodic market surveys and competence needs assessment.
(d) Monitor employment trends of Pwani University graduates.
2. (a) Bench-mark programmes with those of renowned institutions.
(b) Collaborate with renowned scholars in the development and evaluation of programmes.
(c) Recruit and develop highly qualified and competent staff.
(d) Co-offer degrees in collaboration with other renowned institutions.
(e) Establish collaborations and networks for research, learning and sustainable development programmes relevant to the curriculum.
3. (a) Strengthen the Quality Assurance Office.
(b) Achieve and maintain relevant ISO certifications.
(c) Implement performance-based management.
(d) Subject programmes to review by relevant accreditation bodies.
(e) Institutionalize professionalism.
4. (a) Invest in and maintain the aesthetic facade of the University.

(b) Seek fiscal support from development partners.

(c) Keep abreast of the modern trends in infrastructure development.

4.6 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Pwani University embraces ICT in the University's academic, research and management functions. The University will take full advantage of the emerging technologies to provide high capacity broadband connectivity. The University will provide for the establishment of data bases and e-based information systems to foster information flow in all its management and learning systems.

4.6.1 Strategic Goal

Provide practicable ICT solutions for information management, teaching learning and research.

4.6.2 Strategic Objectives

1. Promote ICT in teaching, learning and research
2. Institutionalize ICT in information management.

4.6.3 Strategies

1. (a) Train students and staff in use of ICT.
(b) Install relevant ICT infrastructure.
(c) Operationalize ICT systems in teaching, learning and research.
(d) Provide and enhance adequate wireless internet connectivity in all campuses.
(e) Develop a policy to increase the use of technology by students.
2. Operationalize ICT systems in information management.

4.7 PHYSICAL INFRASTRUCTURE AND FACILITIES

Pwani University is fast growing in terms of student and staff numbers and hence faces challenges with regard to infrastructure and facilities. To attract the best faculty, graduate

students and undergraduates, the University strives to establish modern infrastructure and state-of-the-art facilities. Adequate lecture theatres, laboratories, computers and other workshops and practical rooms will be made available in phase with increasing demand. A state of the art library for Pwani University is currently under construction and will be stocked and fully equipped upon completion to serve as the primary source of research and teaching materials

4.7.1 Strategic Goals

Develop infrastructure that meets the current and future needs of the University.

4.7.2 Strategic Objectives

1. Provide the required facilities for the various programmes and research.
2. Integrate requirements of persons with special needs.
3. Provide for social, sports and recreational amenities.

4.7.3 Strategies

- 1.(a) Implement the Master Plan of the University for infrastructure development.

- (b) Seek fiscal support from development partners.
- (c) Invite the private sector to partner in the provision of infrastructure and facilities.
- (d) Integrate future technological requirements and potential uses in all facilities
- (e) Encourage appropriate creative designs and user-friendly facilities.

2. Incorporate facilities for persons with special needs.

3. Provide appropriate social, sports and recreational facilities for both staff and students.

- (a) Conduct needs assessment of staff and students for recreational facilities.
- (b) Ensure that recreational facilities and equipment meet the demands of the University.

4.7.4 Flagship Projects for Phase one of the Strategic Plan (2014-2016)

The following projects are urgent priority areas that will be accomplished during the Phase I of the strategic plan period

TABLE 1.5 FLAGSHIP PROJECTS FOR PHASE 1 OF THE STRATEGIC PLAN (2014-2016)

	Project	Financial Requirement (Kshs.)Millions
1	Construction of lecture halls	60
2	Construction of laboratories	60
3	Construction of multi purpose hall	120
4	Acquisition of a Campus in Malindi	80
5	Completion of the University Library Phase I	300
6	Extension of the perimeter wall	12
7	Construction of high level steel water tank	5
8	Equipping of the Pwani University Health Research Institute	10
9	Equipping of the Pwani University Anatomy Laboratory	20
	TOTAL	667

4.7.5 Infrastructure for Academic Programmes in Phase Two

Within the second Phase plan period (2016- 2019) the signature projects that Pwani University will undertake in the area of physical infrastructure and facilities for Academic programmes will include:

TABLE 1.6 PHASE II PROJECTS

	Project	Financial Requirement (Kshs.) Millions
1	Construction of Sewerage Works	100
2	Construction of School of Humanities and Social Sciences, Coastal Arts, Culture and Languages	200
3	Construction of School of Environmental Sciences and Earth Sciences	250
4	Construction of School of Marine Sciences and Oceanography	750
5	Construction of School of Pure and Applied Sciences	500
6	Construction of School of Health Sciences (Tropical Medicine)	2500
7	Construction of the School of Nursing	200
8	Acquisition of a campus in Lamu	250
9	Acquisition of campus in Tana River	250
10	Expansion of the School of Agriculture	150
11	Construction of the School of Hospitality and Tourism Management	750
	TOTAL	5,900

TABLE 1.7 PHASE III PROJECTS 2019-2024

Within the third Phase plan period (2019- 2024) the signature projects that Pwani University will undertake in the area of physical infrastructure and facilities for Academic programmes will include:

	Project	Financial Requirement (Kshs.)Millions
1	Construction of School of Education	250
2	Constructing of the Administration Block	500
3	Construction of the University ICT Center	500
4	Construction of the Students Center	50
5	Construction of Students sports, Athletics and Recreational Facilities	300
6	Construction of a Perimeter Wall Fence	70
7	Construction of Industrial and Technology Park	1050
8	Construction of Students Hostels in Various Zones	4000
9	Construction of University Shopping Center	200
10	Construction of Water Storage Facilities	60
11	Construction of Sewerage Treatment Plant	50
12	Acquisition of a campus in Taita Taveta	300
13	Acquisition of a campus in Eastern Africa	750
14	Acquisition of campus in Kwale	200
15	Construction of the School of Earth Sciences	250
16	Construction of the School of Engineering	750
17	Construction of the School of Architecture and Building Sciences	100
18	Construction of the School of Law	100
19	Construction of the School of Space Sciences	125
	TOTAL	9,605

CHAPTER FIVE

UNIVERSITY MANAGEMENT AND CAPACITY

5.1 MANPOWER PLAN AND HUMAN RESOURCE DEVELOPMENT

For Pwani University to attain world-class status it must have the right calibre of staff at all levels. This will systematically be achieved by attracting, recruiting, developing and retaining the most qualified staff. The student to staff ratio must also conform to internationally accepted standards.

5.1.1 Strategic Goal

Maintain an adequate, competent and efficient workforce.

5.1.2 Objectives

1. Continue to attract and retain adequate competent personnel.
2. Develop and train existing staff.
3. To maintain internationally accepted student-faculty ratios.

5.1.3 Strategies

1. (a) Market Pwani University as the employer of choice by adopting and benchmarking with best Human Resource Management practices.
- (b) Create and foster a work environment that recognizes, appreciates, and values diversity.
- (c) Engage professionals in recruitment of staff in specialty areas.
- (d) Offer recognition to outstanding achievers.
- (e) Offer competitive salary, allowances and benefits to attract and retain competent personnel.
- (f) Bench mark with similar institutions within Kenya on payment packages to improve Pwani university package.

- (g) Enforce University Equal Employment Opportunity Affirmative action.
- (h) Offer wellness and work-life programs that improve employee health and well-being and promote a healthy work environment;
- (i) Ensure conducive industrial relations and management employee relations;

2. (a) Establish staff competency needs and foster individual growth by offering Training and Development opportunities and programs;
 - (b) Enhance employee motivation by providing growth and development opportunities through job enrichment
 - (c) Train supervisors and Head of departments in employee relation matters and relationship.
3. (a) Making future manpower forecasts –to employ/recruit positions where and when necessary according to internationally accepted student-faculty ratios.

5.2 QUALITY OF THE MANAGEMENT

Pwani University subscribes to the Vision 2030 aim of providing a globally competitive and quality education, training and research for sustainable development. In order to compete globally, Pwani University will take into account the quality of its management and the management systems. Pwani University is bound by its stated desire to be a world-class University and therefore quality must be infused within all its undertakings including teaching, research and the management ethos.

In order to continually improve its products, processes and services, the University Management will monitor and review its quality performance from time to time through implementation of an effective quality management system based on ISO 9001:2008 Standards.

5.3.1 Strategic Goal

Implement and maintain quality management systems.

5.3.2 Strategic Objectives

1. Uphold efficient and accountable management practices.
2. Engage appropriately qualified management staff.
3. Promote diversity management.

5.3.3. Strategies

1. (a) Maintain 9001:2008 ISO certification.
(b) Adhere to Service Charter.
(c) Train staff in Quality Management Systems.
(d) Decentralize management functions.
(e) Provide state of the art management tools.
(f) Develop and implement appropriate management policies.
(g) Bench-mark and adopt best practices from other institutions.
- 2.(a) Attract, recruit, develop and retain qualified management staff.
(b) Regular review of recruitment policy guidelines.
3. (a) Build the capacity of managers in diversity management.
(b) Incorporate diversity management in the University's policies.

5.4 STUDENT MANAGEMENT AND FOCUS

Students come to Pwani University from diverse backgrounds and with varied expectations and mind sets. The majority of these students are young adults who are still grappling with the realities of life and self-discovery. These students face challenges of peer pressure, drug and substance abuse, HIV/AIDS among others. Pwani University has an obligation to provide an environment that will mould these young adults into responsible citizens.

5.4.1 Strategic Goal

Produce graduates who are competent, socially responsible, and globally acceptable.

5.4.2 Strategic Objectives

1. Enrich student's campus life.
2. Ensure responsible campus life.
3. Provide an enabling environment for discovering and nurturing student talent.

5.4.3 Strategies

1. (a) Provide a dignified student learning environment.
(b) Provide a standard health care service.
(c) Provide a reasonably secure campus.
2. (a) Provide guidance and counseling services.
(b) Provide mentorship and advisory services.
(c) Implement student code of conduct.
(d) Offer public lectures on diverse social and emerging global issues.
(e) Promote student participation in community service.

3. (a) Strengthen students governance structure.
- (b) Provide for co-curricular activities.
- (c) Provide recreational facilities.

5.5 LINKAGES AND COLLABORATIONS

Higher education requires a significant investment in human and other resources such that no single institution can be totally self-sufficient. Universities all over the world undertake collaborative research, student and staff exchange programmes in an effort to efficiently utilize the available resources. Pwani University, therefore, will maintain existing and establish new linkages, collaborations and partnerships that are of mutual benefits.

5.5.1 Strategic Goal

To maintain and establish mutually beneficial linkages, collaborations and partnerships.

5.5.2 Strategic Objectives

1. Enhance capacity of the University for forging linkages, collaborations and partnerships.
2. Access resources and technologies that are not available in Pwani University.
3. Provide global exposure to both staff and students.
4. Uphold the University's corporate social responsibility.

5.0.3 Strategies

1. (a) Strengthen the Research and Extension Office.
 - (b) Periodically conduct needs assessment surveys.
 - (b) Identify and establish new collaborations in relevant fields.
 - (c) Actively engage in collaborative programmes.
 - (d) Subscribe to and actively participate in recognized professional organizations.
2. (a) Engage collaborative partners in

staff training and capacity building.

- (b) Engage with funding agencies.
- (c) Engage with alumni in resource mobilization
- (d) Utilize accessed scarce resources prudently.

3. (a) Enhance existing and identify new exchange programmes for both students and Staff.
 - (b) Engage renowned scholars and distinguished persons to give public lectures.
 - (c) Organize internships and industrial attachments.
 - (d) Conduct and participate in national and international conferences and workshops.
4. (a) Partner with other organizations and individuals for community services.
 - (b) Create awareness of the importance of education among the local population.
 - (c) Enhance awareness of corporate social responsibility of the University through various means.

5.6 PWANI UNIVERSITY MARKETING PLAN

As a young institution, Pwani University aims to develop an instantly recognizable corporate image and a brand name among the public. The University will brand its name so that it is as easily recognizable as other world class universities.

5.6.1 Strategic Goal

To establish "Pwani University" as a recognized brand name.

5.6.2 Strategic Objectives

Promote the brand name "Pwani University" as the Institution of choice.

5.6.3 Strategies

1. (a) Offer attractive, marketable and

- competitive degree programmes
- (b) Conduct relevant high level research and outreach programmes.
- (c) Offer attractive scholarships to staff and excellent students.
- (d) Market Pwani University to prospective students, staff and the public.

5.7 FINANCE AND RESOURCE MOBILIZATION

In recent years the Government of Kenya has been reducing its levels of funding to universities compelling them to identify and develop new sources of revenue generation, especially fees from self-sponsored students. The sources of funding for Pwani University are currently as follows:

1. Government allocations:
 - (a) Recurrent expenditure
 - (b) Development expenditure
2. Internally Generated funds including:
 - (a) Fees from self-sponsored students
 - (b) Revenue from the University Guest house
 - (c) Revenue from the University farm
 - (d) Rent from University staff houses
 - (e) Fees from Government sponsored students

5.7.1 Strategic Goal

To ensure adequate funding for development and recurrent expenditure needs of the University.

5.7.2 Strategic Objectives

1. Enhance existing funding sources
2. Improve financial management systems
3. Obtain new sources of funding

5.0.3 Strategies

1. (a) Lobby the government for increase in funding
 - (b) Develop new and attractive academic programmes
 - (c) Renovate and promote the University Guest House
 - (d) Diversify products from the University farm
 - (e) Benchmark rental rates for staff houses against the market rates.
 - (f) Engage development partners for funding assistance
2. (a) Improve efficiency in collection of funds
 - (b) Efficient allocation of, and accounting for funds
 - (c) Implement cost reduction and saving measures
 - (d) Improve transparency and accountability in all financial transactions
3. (a) Establish liaison office
 - (b) Establish endowment and trust funds
 - (d) Initiate alumni contributions
 - (e) Source for more research grants
 - (f) Solicit for scholarships
 - (g) Engage the private sector through PPP initiatives.
 - (h) Develop new business opportunities

5.7.4 Financing the Strategic Plan

The detailed projected revenue for each financial year over the plan period is shown in the table below.

TABLE 1.8 TARGETED/PROJECTED INCOME (KSHS. IN MILLIONS)

Source	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	TOTAL
GoK Development	117	118	118	118	118	118	118	118	118	118	1,297
GoK Recurrent	484	580	697	836	1,003	1,204	1,445	1,734	2,081	2,497	12,974
GoK sponsored students	44	56	68	80	93	105	117	129	141	153	1,017
SSP	339	514	689	864	1,039	1,214	1,389	1,564	1,739	1,755	11,288
IGAS	91	109	131	157	188	226	271	326	391	470	2,414
TOTAL	1,075	1,377	1,703	2,055	2,441	2,867	3,340	3,871	4,470	4,993	28,990

TABLE 1.9: COST ESTIMATES (KSHS. IN MILLIONS OF SHILLINGS) OF PRIORITY AREAS OF THE STRATEGIC PLAN FOR THE PLAN PERIOD 2014-2024

NO.	YEARS	1	2	3	4	5	6	7	8	9	10	TOTAL
	Priority area	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
1	Academic Programmes	460	552	646	904	1,447	1,660	1,743	1,917	2,109	2,189	13,628
2	Research Science and Technology	120	140	210	290	300	330	340	390	460	490	3,070
3	Access and equity	150	300	170	200	450	310	320	470	360	560	3,290
4	Information Communication Technology	20	20	40	40	40	40	50	60	60	60	430
5	Physical infrastructure	317	150	200	1,650	2,750	1,500	4,050	2,285	1,870	1,400	16,172
6	Quality and relevance	110	170	290	470	590	700	830	930	950	970	6,010
7	Finance and resource mobilization	50	70	90	130	150	170	190	210	230	260	1,550
8	Quality Management	40	60	80	90	110	120	140	150	170	210	1,170
9	Linkages and Collaborations	10	10	20	25	30	35	40	40	40	40	290
10	Monitoring and Evaluation	1	1	1	1	1	1	1	2	2	2	13
11	Manpower Plan	30	40	60	80	100	120	140	150	160	170	1,050
12	Student Management and focus	60	70	110	150	180	195	235	280	320	350	1,950
13	University Marketing Plan	1	1	1	2	2	3	4	5	5	6	30
	TOTAL	3,384	3,600	3,935	6,050	8,169	7,204	10,104	8,911	8,759	8,731	48,653

TABLE 2.0: FUNDING ANALYSIS (KSHS. IN MILLIONS)

Source	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	TOTAL
Total Projected Revenue	799	1,075	1,377	1,703	2,055	2,441	2,867	3,340	3,871	4,470	4,993	28,990
Total Proposed Investment	905	3,384	3,600	3,935	6,050	8,169	7,204	10,104	8,911	8,759	8,731	48,653
Funding Gap	(106)	(2,309)	(2,223)	(2,232)	(3,995)	(5,729)	(4,337)	(6,764)	(5,041)	(4,289)	(3,738)	(19,663)

TABLE 2.1: LISTS OF PRIORITY AREAS

	Goal	Strategic Goal	Total (In millions)
1	Provide quality university education and training	Develop market-driven programmes	70
		Promote and facilitate distance learning	180
		Create distinctive undergraduate experience	1,050
		Produce globally competitive graduates	870
		Recurrent costs of running schools	10,650
			12,820
2	Use research enterprise for economic prosperity and for the improvement of quality of life	Foster excellence in research and innovation	1,160
		Enhance research capacity of the institution	1,545
		Share research findings	200
		Enhance the capacity of staff to engage in innovations and technological developments	165
			3,070
3	Increase Access to University Education	Attain gender parity at all levels in the University	10
		Enhance access to higher education for marginal groups	2,880
		Address the needs of people with special needs	205
		Expand teaching and learning facilities	200
			3,290
4	Ensure quality relevance in all programmes	Provide programmes that are relevant	100
		Provide programmes that are competitive and of internationally acceptable standards	5,140
		Institutionalize quality management systems	270
		Avail state-of-the-art facilities	500
			6,010
5	Provide practicable ICT solutions for research and learning	Institutionalize and promote ICT in management learning and research	215
			215
6	Develop infrastructure that meets the future needs of the University	Provide the required facilities and social amenities the future needs of the University	38,255
7	Ensure adequate funding for development and recurrent expenditure needs of the University	Enhance existing funding sources	305
		Improve financial management systems	185
		Obtain new sources of funding	1,060
			1,550

9	Institutionalize quality management systems	Establish efficient and accountable management practices	141
		Engage appropriately qualified management staff	30
			1,170
		Put in place operational legal framework	60
			60
10	Establish mutually beneficial linkages and collaborations	Build capacity of Pwani University	20
		Access resources and technologies that are not available to Pwani University	60
		Provide exposure for both students and staff	200
		Engage in corporate social responsibility activities	10
			290
11	To ensure successful and effective implementation of the Strategic Plan	Monitor and evaluate implementation of activities	10
12	Maintain a competent and efficient workforce	Attract competent personnel	100
		Retain the best workers	950
			1,050
13	Produce graduates who are competent, socially responsible and globally acceptable	Enrich students campus life	750
		Ensure responsible campus life	420
		Provide and enabling environment for discovering and nurturing students talents	780
			1,950
14	To establish the brand name "Pwani University " as a readily recognized brand	Market Pwani University to prospective students and their parents	30
			30
GRAND TOTAL			69,733

CHAPTER SIX

MONITORING AND EVALUATION

The success of the Strategic Plan implementation depends significantly on how effectively the planned activities and outputs are monitored and evaluated. Pwani University will put in place a monitoring and evaluation system that will oversee the Strategic Plan implementation process.

6.1 Strategic Goal

To ensure successful and effective implementation of the Strategic Plan.

6.2 Strategic Objectives

Monitor and evaluate implementation activities.

6.3 Strategies

1. (a) Establish and implement a monitoring and evaluation system.
- (b) Outline the variables from various sections of the Strategic Plan.
- (c) Continuously monitor and evaluate the implementation of the Strategic Plan.
- (d) Institute appropriate and timely interventions.

The process of monitoring and evaluation will be conducted through internal monitoring and evaluation mechanisms. This will be done using the following processes.

- (a) Establish and implement an internal review mechanism of the implementation of the Strategic Plan.
- (b) Annual audits to assess compliance with financial plans, budgets and fiscal discipline.
- (c) Annual reports on the implementation of the Strategic Plan by each section and department will be submitted to the Management Board and a consolidated report to the University Council.
- (d) Pwani University will hold a workshop to assess the progress in implementation of the Strategic

Plan after each implementation phase.

- (e) A mid-term review of the Strategic Plan will be carried out to align it with changes and realities.
- (f) Linking staff appraisal systems to achievements of targets of the Strategic Plan in consultation with the directorate of Quality Assurance as part of Monitoring & Evaluation.

CHAPTER SEVEN

PWANI UNIVERSITY BY 2024

The goal of the Pwani University Strategic Plan is to establish a world-class University that provides quality education, training, research and innovation for the advancement of the individual and society. This is in line with the Kenyan Vision 2030 to transform Kenya into a newly industrialized country. Pwani University will continue to create, share and apply knowledge while sustaining excellence in teaching and research, particularly in the fields of Coastal and Dry Land Agriculture, Business, Coastal Arts, Culture and Languages; Earth Sciences, Marine Sciences and Oceanography, Coastal and Marine Engineering, Law, Tropical Medicine, and Hospitality and Tourism Management. These will be offered at the main Campus in Kilifi, and in selected satellite campuses in Kwale, Mombasa, Malindi, Tana River, Lamu, TaitaTaveta and Eastern Africa.

7.1 Underlying Principles

The guiding principles for both students and staff of Pwani University are the provision of a world-class education in an atmosphere of academic freedom, civility, social responsibility, integrity and accountability. The graduates will embrace these principles in their work places and interactions with society, and they will be clearly distinguishable as Pwani University graduates.

7.2 Formative Analysis

Pwani University will continue to take advantage of its strengths and opportunities to develop and conduct learning, research and outreach programmes that address the social and technological challenges of the region, Kenya and the world at large. This will contribute to the realization of Kenya's Vision 2030.

7.3 Academic Programmes

By 2024, it is envisaged that Pwani University will have a student population of 19,565 spread across 8 campuses of the Pwani University System (Kilifi -14,635; Mombasa - 1,000; Malindi - 1,130; Lamu - 600, Kwale - 1,000, TaitaTaveta 400, Tana River 500 and Eastern Africa 300 ;), taking various courses. The range of programmes on offer will include Coastal and Dry Land Agriculture,

Business, Coastal Arts, Culture and Languages; Earth Sciences, Marine Sciences and Oceanography, Coastal and Marine Engineering, Law, Tropical Medicine, and Hospitality and Tourism Management. The focus as a center of excellence will be in the fields of Coastal Agriculture, Coastal and Marine Engineering, Fisheries, Marine Sciences and Oceanography, Earth Sciences, Tropical Medicine, Hospitality and Tourism Management, Arts, Culture and Languages.

7.4 Research, Science, Technology and Innovation

Pwani University will have contributed to National development by introduction of new technologies for harnessing coastal and marine resources. The University will continuously collaborate with stakeholders and invest in state-of-the-art infrastructure for research and development. An Industrial and Technology Park will be in place to serve as a nerve centre for translation of research results into practicable technologies and forging linkages with industries.

7.5 Access and Equity

Pwani University will have established other campuses and service centers to enhance access to its programmes. Open and e-learning, as well as evening classes and Institutional-Based programmes will be offered. Affirmative action policies will have been developed and continuously implemented to address equity issues. The University will have adopted infrastructural designs that are barrier free to persons with special needs.

7.6 Quality and Relevance

Stakeholders will have been consulted in the development of new programmes that will emulate world class standards. A quality management system will have been established in the design, offering and review academic and research programmes.

7.7 Information and Communication Technology (ICT)

Pwani University will have taken advantage of the latest advances in ICT in facilitation of communication of information within and across its campuses, and with the outside world. State-of-the-art ICT facilities will have been provided for use in teaching, learning, research and community outreach, as well as in the library. Computer-based information management systems for student and staff records will have been continuously adopted to enhance efficiency in all operations of the University.

7.8 Physical Infrastructure and Facilities

Pwani University will have developed infrastructure both at the main campus in Kilifi and in satellite campuses, offering high quality teaching, learning and research. The facilities in all campuses will have increased access to higher education in line with the policies of the Government of Kenya. The infrastructure will have been designed to incorporate emerging technological requirements and provided for persons with special needs.

7.9 Finance and Resource Mobilization

Pwani University will have progressively increased its internally generated income to fund development activities. This will have involved lobbying and aggressive solicitation of funding through the Research and Extension Office.

7.10 Manpower Plan and Human Resource Development

The managed expansion of the University guided by a manpower plan and a human resource development policy will have ensured engagement of highly competent and qualified staff for effective and efficient delivery of services and conduct of research. A conducive working environment will have been maintained to attract the best lecturers and researchers.

7.11 Student Management and Focus

The infrastructure for teaching, learning, research, living and recreation in the Pwani University system will be aesthetically pleasing and sensitive to the requirements of persons with special needs. Codes of

conduct would be the guiding principles for staff and students, to ensure civility and respect for all persons. This will have provided an enriching campus life that facilitates development of talent and realization of the individual and the University community potential.

7.12 Quality Management

The Directorate of Quality Assurance will have instituted a culture of striving for the best quality in all spheres of endeavour. Hiring policies and processes will have been reviewed and used to get the best management for Pwani University. Continuous skills upgrading for the employees, updating of management systems and benchmarking with leaders in the University education sector will have ensured that Pwani University attained and retained world-class status. Attraction and retention of the best staff and students will continue to be a hallmark of Pwani University.

7.13 Linkages and Collaborations

Pwani University will have forged links with industry and research institutions locally and internationally. The linkages will have ensured mutual benefit in research and learning for cooperating institutions.

7.14 Monitoring and Evaluation

Pwani University will have implemented the planned activities and annually monitored and evaluated implementation of this Strategic Plan to realise the goals of the University. A mid-term review of the Strategic Plan will have been carried out to align it with changes and realities.

APPENDIX 1

TABLE 2.2: STRATEGIC OBJECTIVES AND STRATEGIES FOR SERVICE UNITS

SECURITY				
OBJECTIVES	STRATEGIES	PHASE 1	PHASE 2	PHASE 3
Provide access control management	<ul style="list-style-type: none"> Establish policies, procedures and standards for access to, and movement of University goods and property. Employ appropriate technology including biometrics in access control to University or University selected facilities. 	√	√	√
Provide effective incident response management	<ul style="list-style-type: none"> Provide quick response through establishment of ultra-modern communication network. Acquisition of equipped response motor vehicle and motor cycles. Establishment of investigation/intelligence gathering unit. Regular evaluation of threat and vulnerability analysis in order to come up with corrective mitigation measures. 	√	√	√
Provision of safety and security awareness training	<ul style="list-style-type: none"> Offer training for staff and students on security. Creation of security update pages on the University website. 	√	√	√
STUDENT ACCOMMODATION				
OBJECTIVES	STRATEGIES	PHASE 1	PHASE 2	PHASE 3
To provide excellent & quality accommodation facilities	Provision of beds, mattresses, furniture	√	√	√
To provide quality and attractive hostels	Annual painting	√	√	√
To provide hostels that can accommodate students with physical disabilities	Regular maintenance	√	√	√

To ensure high hygiene and sanitation standards	<ul style="list-style-type: none"> Liaise with Human Resource department to provide adequate qualified staff Proper waste disposal. 	✓	✓	✓
Provide more bed capacity	Construct new hostels by Pwani University or PPP.			✓
STUDENT'S HEALTH UNIT				
OBJECTIVES	STRATEGIES	PHASE 1	PHASE 2	PHASE 3
To provide front line medical assistance to students in cases of emergency	<ul style="list-style-type: none"> Equip the health facility with the adequate medical supplies and equipment. Have trained medical personnel. Manage the facility professionally and efficiently. 	✓	✓	✓
FINANCE				
OBJECTIVES	STRATEGIES	PHASE 1	PHASE 2	PHASE 3
Advice on efficient allocation and management of funds.	Timely preparation of the Annual budget proposals to the line Ministry.	✓	✓	✓
Provide timely and professional advice to the management.	Produce reports to relevant organs of the University in a timely basis.	✓	✓	✓
Improve and expand existing financial systems.	Enhance utilization of e current ERP systems in all financial Modules.	✓	✓	✓
Embrace Professionalism in the execution of duties.	Encourage professionalism, in the execution of duties and evaluate day to day operations.	✓	✓	✓
Embrace team work	Encourage team work in service delivery.	✓	✓	✓
LIBRARY				
OBJECTIVES	STRATEGIES	PHASE 1	PHASE 2	PHASE 3

Promote visibility of PU research output.	<ul style="list-style-type: none"> Enhance the Institutional Repository Provide equal access to information. Put in place a university wide Open Access policy Establish Open Access journals Promote Open Access publishing 	√	√	√	
Promote equal access to information	<ul style="list-style-type: none"> Ensure core text material outlined in the curriculum for various programs are available for use in the library Use ICT to improve quality of library services. Provide adequate physical infrastructure for the library. Ensure users with special needs have equal access to the library resources. Establish specialized school and faculty libraries and campus libraries. 	√	√	√	
SPORTS					
OBJECTIVES					
Promote competitive and recreational sports .	<p>STRATEGIES</p> <ul style="list-style-type: none"> Identify and align sports facilities and equipment to meet the demands of the University. Encourage student and staff to take part in University sports and recreational activities. Hire part time coaches in preparation for tournaments. Motivation through recognition, awards or certificates. Provide sports scholarships to talented and needy university students. Provide students with opportunities to take part in various tournaments, leagues and other games. 	√	√	√	
			PHASE 1	PHASE 2	PHASE 3

Establish linkages through sports .	<ul style="list-style-type: none"> • Liaise with various sports federations, universities, and colleges to for sporting opportunities • Seek sponsorship for university sports day activities in exchange for publicity of corporate goods /services. • Funding partners to aid in the completion of the university sports plans. • Foster good relations with the surrounding community thereby marketing the University in all sports events within the neighbouring community 	✓	✓	✓
Ensure safety in sports.	<ul style="list-style-type: none"> • Manage and maintain all sports facilities. • Ensure university sports equipments and uniforms are repaired and stored properly. • Provide university sports team(s) with sports equipment, uniforms and appropriate safety gear. 	✓	✓	✓
Enhance on- campus cohesion between the staff and students.	<ul style="list-style-type: none"> • Establish an annual sports day that will feature the whole Pwani University community. • Develop team building activities for the staff and students. 	✓	✓	✓
Improve the health of students and staff through sports.	<ul style="list-style-type: none"> • Promote sports disciplines that are popular among our students and staff • Provide access to recreational facilities at affordable rates. • Hire out sports grounds and facilities. 	✓	✓	✓
Revenue generation through sports.			✓	✓
INTERNAL AUDIT				
OBJECTIVES	STRATEGIES	PHASE 1	PHASE 2	PHASE 3
Assist in Risk Management	<ul style="list-style-type: none"> • Conduct Risk Sensitization • Participate in the Risk Management deliberations. 	✓	✓	✓

Promote effective implementation of university systems	<ul style="list-style-type: none"> Review the university system of internal control for effectiveness and efficiency. Recommend corrective action. Assist the external auditors during annual audit reviews. Assist the Council Audit committee in its oversight functions. 	✓	✓	✓
Enhance the organization's governance process	Review the Financial Statements and management reports for accuracy, completeness and timeliness of the information.	✓	✓	✓
Assure accuracy and reliability of financial reports	Review the University's compliance to corporate governance framework, policy and procedure, risk assessment, county and national laws.	✓	✓	✓
Compliance to applicable laws and regulations.		✓	✓	✓
PROCUREMENT				
OBJECTIVES				
Efficiently procure goods and services.	STRATEGIES <ul style="list-style-type: none"> Undertake procurement in conformity with the laid down regulations. Adhere to standard procurement operating procedures. Embrace e-procurement in procurement functions. Embrace professionalism in procurement. Establish close collaboration with the Government agencies on procurement and the Oversight authority. 	✓	✓	✓
Avail improved and simplified warehousing services to the end users.	<ul style="list-style-type: none"> Embrace online technology in disbursement of goods from the stores. Establish semi-autonomous stores at the proposed campuses. Utilize stores and warehousing machinery and infrastructure e.g. manual and mechanized forklifts. 	✓	✓	✓

Achieve value for money in all procured goods and services.	<ul style="list-style-type: none"> Conduct market surveys on pricing, availability, suitability and economic product substitutes. Procure goods and services at competitive prices. 	✓	✓	✓
Proper management of procurement documentation.	Enhance a well-planned and accommodating archival facility for proper and safe document storage including electronic backups.	✓	✓	✓
FARM				
OBJECTIVES	STRATEGIES	PHASE 1	PHASE 2	PHASE 3
Assist in teaching and learning	<ul style="list-style-type: none"> Develop a model state of the art farm. Align the farm to emerging programmes Enhance use of ICT in all its enterprises. 	✓	✓	✓
Assist in Research and Extension services	<ul style="list-style-type: none"> Participate in university collaboration with various stakeholders. Enhance use of ICT in all its enterprises. 	✓	✓	✓
Income generation	<ul style="list-style-type: none"> Ensure profitability in farm operation 	✓	✓	✓
SWITCHBOARD				
OBJECTIVES	STRATEGY	PHASE 1	PHASE 2	PHASE 3
Facilitate external and internal telephone communication.	<ul style="list-style-type: none"> Improve the physical infrastructure. Introduce VOIP system to accommodate adequate trunk lines and extensions. Train switchboard personnel to conduct repair, and maintenance of the extensions. Embrace professionalism and adhere to the telephone charter. 	✓	✓	✓

Integration of advertising into the telephone system	Introduce Pwani University information dissemination through calls.	√	√	√
STUDENT CATERING				
OBJECTIVES	STRATEGY	PHASE 1	PHASE 2	PHASE 3
Provide students with quality meals at reasonable prices.	<ul style="list-style-type: none"> Encourage students to use catering services. Provide student centered services. Enhance capacity to handle increasing numbers of students. 	√	√	√
GUEST HOUSE DEPARTMENT				
OBJECTIVES	STRATEGY	PHASE 1	PHASE 2	PHASE 3
Provide quality accommodation services.	<ul style="list-style-type: none"> Ensure efficiency in guest booking and reservations. Increase bed capacity. 	√	√	√
Provide quality catering services.	To have a modern, large and well equipped kitchen with a proper layout.	√	√	√
Provide quality conference services.	To have a state of the art conference centre.	√	√	√
Revenue generation	<ul style="list-style-type: none"> Market the University Guest house as a safe, convenient and affordable conference facility. Review guidelines on customer relation and feedback mechanisms. Follow up on prompt or advance payment. 	√	√	√

EXAMINATION SECTION

		EXAMINATION SECTION		
OBJECTIVE	STRATEGY	PHASE 1	PHASE 2	PHASE 3
Efficient management of the University examinations process.	<ul style="list-style-type: none"> Liaise with Head of Departments and Schools Produce teaching and examination time tables one month before the start of each semester. Introduce an electronic examination attendance system. Proof reading of exams Students Results to be available on line. Adoption of marks entry and processing through Navision software Activate the Software for Timetabling. Production and distribution of Teaching and Examination Timetables to the users. Prompt production of transcripts to qualified candidates within one month of completion of the programme. Certificate issuance within one month of graduation time Students Results to be available on line. Adoption of marks entry and processing through Navision software Print and also deliver convenient/relevant examinations to the concerned Provide appropriate environment for persons with special needs to undertake examinations. 	√	√	√
		√	√	√
		√	√	√
		√	√	√
		√	√	√
		√	√	√
		√	√	√
		√	√	√
		√	√	√
		√	√	√
Examinations to cater for persons with special needs.		√	√	√

Security and safety of examination material	<ul style="list-style-type: none"> • Install Closed Circuit Tele Vision (CCTV) in major Halls to monitor the examination process. • Printing of own examination booklets complete with the intended semester, academic year and serial number. • Establish the Examination Centre with burglar /fire proofing; with Card system authorization and tracking of entry and exit. • Digitize front page of the used examination booklets. • Generate electronic records of consolidated mark sheets and the front pages of all examination booklets. • Efficient processing of examination records. 	✓	✓	✓
ADMISSIONS				
OBJECTIVES	STRATEGIES	PHASE 1	PHASE 2	PHASE 3
To facilitate efficient and effective admission of students.	<ul style="list-style-type: none"> • Communicate with KUCPCPS on available capacities for various programmes. • Timely communication with applicants on the status of their applications. • Timely communication with admitted students/guardians. • Accurately advertise programmes in consultation with School Heads and Deans. • Facilitate student admission process. • Embrace technology in students' admission information. 	✓	✓	✓
Facilitate efficient and effective registration of students	<ul style="list-style-type: none"> • Embrace technology in students' registration. • Facilitate online course registration by students. • Timely issuance of student's identity cards. 	✓	✓	✓

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