

Strategic Plan

August 2020 to July 2025



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University Mace



The Daystar radiates light symbolised by the Brass Star whose illumination touches and resonates with the spirituality of the people.

The human form originally made from hardwood *Mpingo* which is indigenous to the environment and ecology in which Daystar Main Athi River Campus is set.

Made of a combination of local rosewood and typical Kenyan hardwood *Mkafuri* to express abstractions inspired by local textures of animal and plant life that dot the Lukenya plains.

The horn formation of the antelope suggests protection. It's commonness implies easy accessibility by the common people.

The metallic base of brass and copper also convey durability and continuity.

Overall: The rusticity of the timber expresses the human spirit

University Executive Leadership



Rev. Dr. Matthews Mwalw'a
Company Board Chair



Prof. Henry Thairu
Council Chair



Prof. Mary Murimi
Daystar University Chancellor



Prof. Laban Peter Ayiro
Daystar University,
Vice-Chancellor



Prof. Faith Nguru
DVC - Academic, Research
and Student Affairs



Dr. Muturi Wachira
DVC - Finance, Administration
& Planning



Prof. Michael Bowen
Principal, Nairobi Campus



Prof. Bernard Boyo
Director- Resource Mobilization,
Projects & Planning



Ms. Rose Mwaura
Alumni Association Chair



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Abbreviations and Acronyms

CAM	- Corporate Affairs Manager
CMF	- Chief Manager, Finance
CMHR	- Chief Manager, Human Resources
CUE	- Commission for University Education
DAP	- Director, Academic Programmes
DODeL	- Director, Open, Distance and Electronic Learning
DoS	- Dean of Students
DPE	- Director, Planning & Entrepreneurship
DQA	- Director, Quality Assurance
DRMPP	- Director, Resource Mobilization, Projects and Planning
DRPGS	- Director, Research & Post-Graduate Studies
DU	- Daystar University
DUGSA	- Daystar University General Staff Association
DUS	- Daystar US office
DUSA	- Daystar University Students Association
DVC-ARSA	- Deputy Vice-Chancellor, Academic, Research and Student Affairs
DVC- FAP	- Deputy Vice-Chancellor, Finance, Administration and Planning
ERP	- Enterprise Resource Planning
FCC	- Finance Committee of the Council
GoK	- Government of Kenya
HoDs	- Heads of Departments
ICT	- Information, Communication & Technology
ICTM	- Infrastructure, Communications and Technology Manager
ISO	- International Organization for Standardization
M&E	- Monitoring & Evaluation
Mgt.	- Management
MOU	- Memorandum of Understanding
MP	- Master Plan
ODeL	- Open, Distance and Electronic Learning
PESTEL	- Political, Economic, Social, Technological, Environmental, Legal
PNC	- Principal, Nairobi Campus
SCI	- Statement of Comprehensive Income
SP	- Strategic Plan
SSADU	- Senior Staff Association Daystar University
SWOT	- Strengths, Weaknesses, Opportunities and Threats
USM	- University Services Manager
VC	- Vice-Chancellor
2020-2025	- August 2020 to July 2025

Foreword

Over the years, Daystar University has distinguished itself as a liberal arts university which aims to transform the minds and hearts of people through quality and innovative Christ centred education.

Our distinctiveness is not only in offering a world class education but also in anchoring it on biblical values based on the ethos of excellence, transformation and servant-leadership. Our intent is to produce graduates who are transformed and commission them to go and transform the society in whichever age is distinguished by our history and liberal arts tradition.

Education at Daystar University not only focuses on developing excellent professionals but also instilling in our students the core values of caring hearts, serving hands, and strong analytical minds that are trained through academic rigour. We also inculcate in them the values of character, trustworthiness, responsibility, fairness, citizenship and respect for humanity.

The 2020-2025 strategic plan is the result of extensive consultations and the product of concerted efforts and input from diverse university stakeholders. The new strategic plan captures the spirit of the 'New Dawn' dispensation that we rolled out in 2019, changing global trends, and new realities in the education sector. The new strategic direction advances the gains made by the 2017-2021 strategic plan.

The seven strategic priorities identified in this plan are a testament to our commitment to provide a globally competitive education which prepares our students to succeed and offer innovative contributions to a globally competitive and ever-changing environment. The key strategic focus areas include; Research, Teaching and Learning, Internal Stakeholders, Community and Spiritual Nurture, Governance and Institutional Processes, Resource Mobilization and Financial Sustainability, Asset Management, External Stakeholders (Marketing and Branding), Monitoring and Evaluation.

As agents of driving intellectual, economic and social change in the society, we shall continue to engage in cutting edge research which not only makes scholarly impact but also benefits humankind by providing sustainable solutions to the challenges in our society.

The university aspires to invest in a world class infrastructure which supports teaching and learning. Similarly, the human, financial and physical resources will be mobilized and deployed appropriately in order to support the attainment of sustainable and transformational teaching and learning.

I heartily thank the entire university community for taking interest in the future of the institution and the people we serve and invite you to make this strategic plan a reality.

God bless Daystar.

Prof. Henry Thairu,

Chair, Daystar University Council

Executive Summary

The Daystar University 2020-2025 Strategic Plan is developed to serve as an instrument for the implementation of projects and programmes during the five-year period. The theme of the plan is "A New Dawn," which arose from the turbulent times the university went through as a result of a prolonged students' unrest. The unrest made it necessary for the university to rethink strategically about its operations and processes. The hallmark of this plan is to address challenges that led to extended student unrest and at the same time reposition the university to the new internal and external environment.

The strategic plan was developed through a consultative and participatory process. This was considered critical in promoting ownership from all stakeholders. The process involved assessing the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) surroundings and carrying out a SWOT analysis to get a clear understanding of the institution's internal and external environment.

The overall objective of developing the 2020-2025 strategic plan was to clarify the core values of the university, anchor all programmes and processes to the University's mandate, provide a framework for achieving identified strategic priorities, identify key strategic objectives for the next period of 5 years, ensure effective and efficient management of resources, and enhance engagement of different stakeholders of the university.

Through a review of the 2017-2021 strategic plan, SWOT analysis and feedback from stakeholders, nine priority areas were identified namely; Research, Teaching and Learning, Internal Stakeholders, Community and Spiritual Nurture, Governance and Institutional Processes, Resource Mobilization and Financial Sustainability, Asset Management, External Stakeholders (Marketing and Branding), Monitoring and Evaluation. The strategic plan has formulated an implementation matrix showing priority areas, strategic objectives, strategies, activities, key performance indicators, timelines and cost.

The implementation of the 2020-2025 strategic plan will cost approximately Kshs 9.6 Billion.

The cost covers key capital projects including; the construction of a Chapel and Perimeter Wall at the main campus, building and upgrading Sports and Recreation facilities, building new Communication Studios, constructing a water reservoir at main campus, replacing asbestos roofs in the main campus, as well as landscaping and beautification of both campuses. The capital expenditure budget will be realised mainly through resource mobilisation. Anticipated projects within this SP period are constructing of Water Treatment and Sewerage Plant, constructing Faculty Village in the main campus and constructing a Parking Silo at the Nairobi Campus. To ensure efficient and effective implementation of the strategic plan, a robust monitoring and evaluation framework has been factored as one of the priority areas in the plan.

Preamble



PAC Court: Aerial View of Providence Administration Court at Main Campus, Athi River

Daystar University has undergone significant changes since the development of the last strategic plan in terms of processes, outputs, and outcomes in the pursuit of its core mission. The mission of the university revolves around producing professional scholars and researchers who are service oriented and adhere to Christian values and teachings. After the sporadic instability over the last two years, the urgings of this strategic plan is to reform the culture, structure and values of the University with a view to becoming more effective and efficient in the delivery of its programs and other activities.

This new strategic plan 2020-2025, is intended to consolidate the gains made over the last 30 years and create a new thinking that will propel

Daystar University into becoming a leading Christ centred University globally.

It is further anticipated that the demand for other services from the University, beyond the training of minds, will grow as research becomes more and more important to the African context and society.

The fact that there are many more universities in Kenya, should influence the way the University plans for its future. Thus, the adoption of technologies for instruction and doing research should be a top priority and influence our planning at Daystar.

The university has invested significantly in the expansion of internet connectivity over the last five years. This has indeed improved

service delivery and technology-based learning significantly hence placing Daystar at the head of the pack in student access to the internet in the country.

It is important to build on this asset, particularly in this Covid-19 pandemic era and beyond as the use of new technologies for teaching and research becomes imperative. Over the period of this strategic plan Daystar will continue to expand access to the internet and enhance the use of new technologies in learning, teaching and research through the ODeL Directorate.

Significant improvements have also occurred in staff capacity through staff development schemes and personal initiatives that have resulted in increase in the number of lecturers with PhDs. Currently, 54% of all lecturers have PhDs compared to 22% ten years ago. Although this is commendable, it is still short of our target of 100% and a lot more will be done in the period of this SP towards staff development.

The research output of Daystar University is growing albeit slowly and presents a major worry considering our vision and having existence for the last 30 years. The university is taking steps to address this through various initiatives that support the conduct of research and facilitate the publication of findings in high-

impact journals and other relevant outlets.

The strengthening of the office of Director Research and Post-Graduate studies is intended to see to significant increment in funding for research from various sources including internally generated funds. Daystar University needs to step up its game in its research protocols so as to exploit the vast opportunities a university of its status is presented with both locally and internationally.

The Daystar University Strategic Plan 2020-2025 will provide the framework for the implementation of projects and programmes of the University over a five-year period. The theme "A New Dawn," captures the University's commitment to a new beginning and to repositioning itself to address challenges of past, present and future in the external and immediate internal environments.

The key driver for this strategic plan is the desire to offer quality and memorable academic experience for the students and position the university as a recognized centre of academic excellence. The implementation of this strategic plan is intended to significantly change the University's culture and operations and ultimately strengthen the University's position as a leading institution in Africa and beyond.



Mentorship for High school students

Our History and Current Status



L-R: Dr. Motsoko Pheko, Mrs. Faye Smith and Dr. Donald Smith

Daystar University's history can be traced back to 1964 in Bulawayo, Zimbabwe. What started as a Christian publishing house that produced a monthly Christian Magazine titled "Our Africa" run by Dr. Smith and Motsoko Pheko resulted to demand for more Christian communicators. This resulted to a decision to have Motsoko Pheko concentrate on publishing while Dr. Smith and his wife Faye Smith focused on training which led to establishment of Daystar Communications. The Institution started off with 35 students in 1966. Following civil war in Zimbabwe, Daystar Communications relocated to Nairobi, Kenya in 1974 where Dr. Donald Smith & Mrs. Faye Smith, worked with Prof. Stephen Talitwala, Dr. James Mageria and Dr. James Kamunge to nurture the University vision.

In 1976, Daystar began to offer a two-year diploma programme in communication. It launched its first two Post-Graduate Degree (Masters) programmes in Christian Communication and in Christian Ministry in

1978. The two-year programmes were run in collaboration with Wheaton College, Illinois, USA. In April 1984, Daystar Communications launched its first four-year Bachelor of Arts Degree in Communication in collaboration with Messiah College, Pennsylvania, USA. In the same year, Daystar Communications changed its name to Daystar University College. In 1989, Daystar University College started a second campus at Athi River situated on 300 acres of land at the foot of the Lukenya Hills. On September 29, 1994, Daystar University College was granted a Charter by the government of Kenya and became Daystar University. Governance is vested in among other bodies, Daystar Company, University Council, Senate and Board of Management. By August 2020, the University had 5,000 students from 30 countries, 35 undergraduate degrees, 16 master's programs and 2 PhD programs and more than 20,000 graduates had been trained in various fields and disciplines at the Nairobi

and Athi River Main Campuses.

Today, Daystar is a liberal arts University that seeks to be a distinguished Christian university offering quality education. It offers a variety of academic programmes hosted in seven Schools, namely: School of Communication, School of Business and Economics, School of Arts and Humanities, School of Human and Social Sciences, School of Science, Engineering and Health, School of Law and School of Nursing. Key to the philosophy of the University of integrating faith and learning, the university has also in place spiritual nurture programmes. To

support these key functions, the university also has a well-defined administrative structure.

This strategic plan reflects Daystar's commitment to the realization of its vision and mission through raising transformative Christian servant leaders. In determining the key areas of focus, this plan takes cognizance of internal and external factors impacting on Daystar as an institution and academia as a whole. This has been used to guide the identification of key priority areas, underlying objective for each area, defining the activities and timelines contained in this document.



Fore-fathers: L-R: Prof. Laban Ayiro, Prof. Henry Thairu, Dr. Don Smith, Dr. James Mageria, Dr. James Kamunge at the New Dawn Service



Prof. Stephen Talitwala and Family, first Vice-Chancellor of Daystar University

The Planning Process

This strategic plan document is a result of several months of consultation and deliberations with a wide cross-section of stakeholders as well as the leadership of the university starting with the Company, Council and Management.

It was a critical self-examination process where personal and functional experiences were shared to help the university community and its leadership to challenge the status quo, extract useful insights to guide the ambition of making Daystar a centre of excellence, transformation and servant-leadership.

A series of interactive workshops involving the following constituencies were held:

- Daystar Company,
- University Council,
- University Management Board,
- University Senate,
- Faculty,
- Staff and
- Students.

The outcomes of their deliberations formed the basis of this strategic plan. This plan is an indication that the university is consciously defining a future in which it seeks to cultivate a niche for itself as a centre of reference for quality instruction, Christian values, and the desired social norms.

In order to ensure that the implementation of the plan goes beyond just major projects and gets translated into the routine activities, the plan highlights key performance indicators and matrix that will be monitored and shared on a regular basis to influence both strategic and operational decisional making.

Purpose of the Strategic Plan

This strategic plan articulates the choices Daystar University is making to assert itself as a Christ-centred leading University in Africa and beyond. Building on an assessment of internal capabilities and resources, and external environmental scan, the strategic plan critically reviews the University's approach to teaching, learning, research and social engagement in pursuit of Daystar's mission and vision. It presents objectives, strategies and activities to be put into action and aligns them directly with the people and processes.



Ongoing session at Lukenya Getaway where the 'New Dawn' Strategic Plan was birthed



Joint Retreat for Company, Council, Daystar US and University Management: The team that birthed the 'New Dawn' Strategic Plan.

Our Strategic Compass

Daystar being a Christ-centred academic institution of higher learning, aspires to transform church and society in Africa and beyond through the integration of faith and learning. Daystar believes that faith is central to the holistic development of the human being and that such integration is inescapably linked to a social system within which God’s kingdom exists. Daystar University’s conduct, teaching, training and research, recognises that whereas there is joy in the discovery of knowledge for its own sake, DU has a bias towards the beneficial use of knowledge for mankind and society as a whole.



Chapel Design

Our Vision

A distinguished Christ - centered University of choice transforming the World through world-class, value-based education.

Our Mission

To provide learners with higher education that equips them to grow spiritually and intellectually, enabling them to serve as transformational agents in their professions and give Christ – centered servant leadership in the home, church and society.



A graduate and proud family





Excellence

We endeavour for excellence in education, service delivery, responsibility and scholarship; Being a Christ-centred university, we acknowledge that excellence honours God and inspires human beings.

Transformation

We engage with each other in such a way that leaders and followers raise one another to higher levels of motivation and morality.

Servant-Leadership

We strive to practice servanthood by loving and respecting others and using our positions of influence to build others; We strive to serve one another with humility and purpose irrespective of position.

Our Endearing Values

In pursuit of its vision and mission, the University will remain focused on the following core values:

i. Christ-Centeredness: We anchor our learning, training and practices on the teachings of Jesus Christ.

ii. Trustworthiness: We pursue and uphold steadfast commitment to honesty, Integrity, transparency and ethical behaviour.

iii. Caring: We are a caring community. Empathy is our primary motive in the service of fellow human beings.

iv. Responsibility: We commit ourselves to being accountable to God, fellow human beings, and Daystar University as our burden of obligation.

v. Citizenship: We uphold our ethos and values as loyal citizens of the Daystar fraternity.

vi. Fairness: We are just, free of bias and without favoritism or prejudice.

vii. Respect: We value and honor all people and are always be courteous and polite.

Our Core Functions

The University's Core Functions are to:

- i. Develop Christian servant-leaders for the church and society;
- ii. Offer innovative, relevant and market driven academic programmes;
- iii. Promote research and innovation;
- iv. Transform society through integration of faith in service.



Situation Analysis

A situational analysis discussion must be done in the context of current global happenings arising from the Covid-19 pandemic. The pandemic which originated in China has negatively impacted the economic, social, political, technological and psychological well-being of the world population. To guard students and their teachers from the highly contagious disease, schools all over the world were forced to close thereby affecting millions of students. According to World Bank assessment of the Pandemic, “despite the low rates of infection among children, school closures was a critical pillar of the social distancing protocol to mitigate the spread of the disease and avoid an acceleration of cases that will put a strain on health services” (<http://pubdocs.worldbank.org/>).

The closure of learning institutions demanded for a change in the mode of instruction. This has seen a migration from the popular traditional (teacher-student contact) to technologically driven teaching methods such as home-based schooling, online teaching to distance learning. It is however notable that interruption of education disengage students from the learning process due to environmental challenges such as lack of internet connectivity, poverty levels making it difficult for students to afford the services, and social interferences (domestic chores, early marriage, etc), factors that the University is taking into consideration in this strategic plan.

This section takes a look at the state of the University in the past four years, shared plans for Daystar for the next five years, analysed both the strengths and weaknesses and concluded with the way forward for the institution.

Past Four Years

Academic, Research and Student Affairs

Over the last four years, the University has remained committed to improving the quality of teaching and research. The university has seen the establishment of the School of Law and School of Nursing,



Procession at Graduation

totalling the number of schools to seven. A number of existing academic programmes across schools have been reviewed to reflect industry needs. Additionally, new programmes are being developed among them, MSc in Economics, Master of Clinical Psychology and PhD in Business Administration.

The university continues to engage actively in innovative research and quality teaching. Currently, the level of research funding by the university is approximately 2.5% of university budget, which is below the 5% level recommended by the Commission for University Education (CUE). In

addition to the university budgetary

allocation, researchers will source for more grants. The university hosts two journals namely, African Journal of Clinical Psychology (AJCP) and Interdisciplinary Journal of the African Child (IJAC).

Student Growth

By 2020, the active student population was 3,646 which was below the projected number 4,500. The low achievement in student numbers could be attributed to the changing education sector in the country. The university continues to put in place measures to attract more students across its programmes. The student population is projected to grow at the rate of 10% in the next 5 years.



Table 4. 1: 2017-2021 SP Projections versus Actual Student Growth Between 2017 and 2020

Period	2020	2019	2018	2017
Actual student numbers	3,646	3,887	4,159	4,388
Projected student numbers	4,500	7,600	6,300	5,500

Christian Formation

Daystar University vision and mission are Daystar University vision and mission are centred on Christian values. The furthering of the Kingdom of God is the benchmark against which all the University goals

are tested. Promotion of spiritual growth has been instituted through chaplaincy, integration of faith and learning trainings and theology of work. The University community challenge is to remain true to promotion of integrity, modelling Christian lifestyle and moral uprightness exemplified in practice, lifestyle, thinking, honesty and resource management. During the years 2017 and 2018, the University went through a period of unrest pointing out to gaps in spiritual formation within the community. However, the manner in which the situation was resolved is a testament to our Christian foundation.



Order of the Towel
Luke 22:26 - Servant Leadership

Infrastructure

The previous strategic plan sought to provide infrastructure to match University growth. Towards this end, there is need to review both the physical and digital infrastructure. The University has been facing infrastructural challenges in the following areas: Information and Communication Technology infrastructure, inadequate parking space at the Nairobi campus, recreational facilities, ageing student hostels, unsustainable water supply, and inadequate library space for the Nairobi Campus, inadequate security and access control infrastructure in both campuses, and insufficient training facilities such as communication studios.



New Gym under construction for Main Campus, Athi River

Corporate Governance and Leadership

In the area of governance, there was ample evidence from the submissions across the various stakeholders that decision making at the university was constrained by too many layers and a committee system that had become dysfunctional.



Executive Leadership Team

This has necessitated restructuring university management in the New Dawn but there is still a lot of work to be done in terms of effectiveness of committees, divisions, sections, so as to ensure effective and efficient management of Daystar University.

The development of relevant policies to facilitate the management of the university is crucial and their consistent enforcement vital to the effective delivery of the core mandate.

Decentralization of functions and the preparations of policies and regulations for governance for financial management has begun. The same is currently underway for Human Resource Management. There are still significant challenges with an overly bureaucratic university administration.

Daystar University was granted a charter on 29th September 1994 which guides its governance. In order to further improve corporate governance, the Charter is currently under review. The December 2017 CUE re- inspection exit report directed the University to decide on the seat of the University. The University has complied with this directive and consequently identified Athi River Campus as the Seat of the University. A Principal has been appointed to run Nairobi campus. The university council has also been reconstituted and a new Vice-Chancellor appointed. The university is currently undergoing reorganisation in terms of the governance and operational structures.

Staff

The University has a staff population of 262 where 46% (116) are teaching staff and 53% (141) are administrative staff. Approximately 82.6% of the teaching staff are full time employees while the remaining are on short-term contracts that run for one or two years. Similarly, 57% of the teaching staff are Ph.D. holders while 43% are either working towards the same qualification. The lecturer to student ratio currently stands at 1:31.



The COVID-19 global pandemic has led to changes in the mode of instruction. The impact of the pandemic on the education sector is projected to last for several years, hence the need for the university to rethink its operations. This plan advocates a review of the teacher student ratio, adoption of blended learning, online distance and electronic learning (ODEL), automation of university systems and deployment of staff in line with the new structures arising from adopted technological changes.

Resource Mobilization

The aim of Resource Mobilization is to provide financial support to the University through fund raising, initiation of appropriate projects and partnerships. To achieve its mandate, the department prepares proposals aimed at raising financial support from both local and foreign organizations and individuals' sponsors. In the last four years (2017-2020), the University raised Kshs 124 million. However, the University still takes cognizance of resource mobilization as a key enabler of University development. It is evident that resource mobilization remains a major challenge for the University. There is need to diversify the sources of income and methods used while at the same time realizing set targets.



Table 4. 2: Actual funds/ income raised during 2017-2020 (Kshs. Thousands)

Performance indicator	2017	2018	2019	2020	Totals
Research and consultancy	175	1,838	4,001	5,381	11,395
Development income from donations	65,382	16,011	27,704	14,537	123,634
Daystar US Scholarship	34,470	26,078	23,512	35,081	119,141
Total amount realized from resource mobilization	100,027	43,927	55,217	54,999	254,170

Financial Performance

Making the university financially sound is important. The significance of internally generated funds, relying extensively on fees from students will grow but it is a worry. The challenge going forward will be how to diversify the sources of internally generated funds as well as enhance external resource mobilization.

There is therefore the need for a plan on funds mobilization from many different sources. The financial performance of the University over the past four years has been highlighted below in a summary of the Statement of Comprehensive income and the statement of financial position:

Table 4. 3: Summary Statement of Comprehensive Income for 2017- 2020 (Ksh. Millions)

Item/Year	2020	2019	2018	2017
Student Income	1,189	1,024	1,085	1,142
Other Incomes	32	71	31	125
Total Income	1,221	1,095	1,116	1,267
Total Expenses	(1,241)	(1,328)	(1,341)	(1,295)
Surplus/(Deficit)	(20)	(232)	(225)	(27)
Student Numbers	3,646	3,887	4,159	4,388

Table 4. 4 Projected Revenues and Student numbers for the 2017- 2020 SP SCI

Period	2020	2019	2018	2017
Revenue in Millions	1,230	1,305	1,577	1,412
Student in Numbers	4,500	7,600	6,300	5,500

The financial performance of the University has been on the decline over the last three years. The University has faced a decline in the student numbers, revenue and hence an increase in deficits. This was a sector wide phenomenon that was caused by enforcement of government policy and regulations in the education sector. This resulted in a reduced pool of students enrolling for University education. Within Daystar, the decline was further aggravated by the student unrest in 2017 and 2018.

Table 4. 5: Total Asset Values over the past five years in Kshs.

Year of Income	Total Assets
2017	2,402
2018	4,375
2019	4,434
2020	4,437

The University is backed by a solid asset base currently valued at Kshs 4.4 billion, after revaluation. The asset base forms an integral part in driving the University strategy and creates an enabling environment for achievement of the set goals.

Next Five Years

Daystar University in the next five years will:

- Double its research outputs to exceed KES: 409.9 million per year.
- Continue to strengthen the quality of its programs as indicated by the achievements of its students (for example, through tracer studies), recognition of the faculty (for example, by memberships in national projects), and other indicators.
- Sustain an entrepreneurial culture characterized by strategic partnerships to diversify sources of income for the university and increase organizational responsiveness to a changing environment.
- Exhibit prudent financial management and stabilize the financial viability of DU.
- Expand its national and international presence through alliances that create opportunities for advanced research and study for faculty and students.
- Foster an organizational culture that nurtures the next generation of leadership, enhances diversity, and sustains a positive momentum geared to a successful future.

Continue to enjoy strong and enthusiastic support from alumni and the various constituencies that the university represents.



Commissioning of Borehole at Main Campus Athi River, January 2020 - Borehole produces 276,000 cubic meters of water per day

Contributing to our challenge is the current size and mix of the student body. Enrolment needs to grow overall especially at the Post-graduate level. This change will provide more tuition income and the resources of a more extensive array of academic programs and the faculty to deliver them.

We have an unprecedented opportunity to add value to our degrees and to build loyalty from our alumni by increasing the number of students,

expanding sports facilities and introducing other activities (such as sports, spiritual, commercial competitions) that will enhance student experience.

We therefore plan to increase the culture of giving and community participation over the period of this strategic plan. We will convince the citizens of Kenya and beyond of our value and thereby convince them to support us with enhanced collaboration and funding.

To fulfil our mission and strive for our vision, our strategic priorities can be embodied to secure the resources to achieve our vision, while being responsible stewards of those resources.

Our nine priorities in this strategic plan include a number of notable features, namely:

- An explicit and strong commitment to achieve our vision through leveraging on the New Dawn;
- A recognition that educational and research excellence must be our hallmark;
- An institution-wide commitment to student access and success;
- A desire to increase interdisciplinary, multidisciplinary and interprofessional programs, recognizing that the traditional boundaries of knowledge and of practice are fading and, in some cases, disappearing
- A call to grow creativity and innovation acknowledging that the university must take on greater risk;
- A resolve to achieve both local and global impact;
- A recognition of the university's extraordinary strengths in spiritual nurturing;
- An acknowledgement of the vital importance of partnerships, community engagement, and diversity;
- A call not just for additional and diversified resources but also a clear pledge of responsible stewardship of current and future resources and an alignment of resource investments with strategic priorities;
- A determination not only to accomplish certain goals, but also to ensure that the university is deliberate in building its reputation nationally and internationally, including significant efforts to brand and market the institution;
- An aggressive, yet balanced, approach to increasing resources and facilities to support the university's mission and vision; and
- A recognition that the Daystar community will achieve our vision and that the university must take better care of its employees and provide incentives, recognition, for all who help us realize our plan and for those who will follow it.



Communication Studio



Phase I Wall Construction in progress, June 2020



Beautification of Main Campus, Athi River

SWOT Analysis:

Internal Environment

Strengths

- The internal environment, positive or/and negative performances were assessed as follows
- Provision of Christian based education.
- Strong brand image
- Strategic location of the Nairobi and the main campus (Athi River)
- A variety of academic programmes
- Competent faculty and staff
- Strong partnership with stakeholders.
- Expansive land in Athi River for development of facilities
- Prominent Daystar Alumni
- Staff development support
- A recognised communication programme in the region
- Financial support arrangements for needy students

Weaknesses

- Perception of high fees charged compared to competitors.
- Inadequate physical facilities in both campuses
- Bureaucratic administrative procedures and processes.
- Poor integration of ICT in University operations
- Weak student mentoring system
- Weak linkage with industry
- High ratio of part time to full time lecturers
- Inadequate funding for University operations
- Rigid institutional culture
- Lack of sense of responsibility among staff
- Inability to attract and retain high caliber teaching staff

- Increased number of classes with few students
- Poor organization of the university academic calendar
- Lack of alternative mode of delivery such as online and distance learning
- Declining number of students enrolled at the Main Campus
- Lack of conducive environment to attract staff

External Environment

For external environment analysis, different aspects were examined among them political, legal, social-economic and technological environments. The review of external environment identified both opportunities and threats.

Opportunities

- Strategic partnerships with churches, industry players and institutions of higher learning
- Availability of highly competent and skilled manpower.
- Technology advancement in ICT which can be utilised to promote teaching, research and increase efficiency
- Availability of resources for needy students such as loans, scholarships and bursaries.
- Existence of a large alumni network that could facilitate mobilization of resources and strengthen industry linkages.

Threats

- High competition from new and existing institutions of higher learning.
- Admission of non-Christian students
- Decline of moral values in society
- Radicalisation of youth and other social vices including alcoholism and substance abuse
- Low demand for graduates in the market.
- Unpredictable legal, political economic, social and legal environment
- High cost of education

- Declining enrolment for university education at the undergraduate level

Response to Swot Analysis

In response to SWOT and environmental analysis, the University will endeavour to do the following:

- Create an academic environment that allows for academic discourse and growth among faculty and students;
- Put in place state of the art ICT systems and infrastructure that meet the needs of students and staff to ensure quality teaching and innovative research;
- Ensure student satisfaction through enhanced quality academic and experiential learning
- Develop a comprehensive mentorship programme to address current and emerging issues affecting our students;
- Provide appropriate balance between intellectual and spiritual engagement within the Daystar community;
- Promote a cohesive and multi-cultural community through shared vision and mission;
- Develop trust and loyalty among the University stakeholders through distinctive institutional identity and practice;
- Provide knowledge and skills requisite for transparent leadership in all levels of governance;




Deputy Ambassador of Israel in Nairobi

Our Strategic Direction

Based on a careful assessment of both its external and internal operative environment, Daystar University has identified nine strategic priorities which can best be described as critical success factors essential to achieving its ambition.

These priorities represent the first step in translating the broad sense of direction that the vision provides into practical action programs in the implementation process.

Through stakeholder's involvement, the following were identified as the key strategic priorities for the period 2020-2025:

-  Research
-  Teaching and Learning
-  Internal Stakeholders
-  Community and Spiritual Nurture
-  Governance and Institutional Processes
-  Resource Mobilization and Financial Sustainability
-  Asset Management
-  External Stakeholders (Marketing and Branding)
-  Monitoring and Evaluation



Honoring Chief Justice Hon. Dr. David Kenani Maraga with a Doctorate Degree, June 2019



Priority 1: **Research**

Create an intellectual climate that stimulates relevant cutting-edge research and community engagement. Research will be central to the university's transformation process, and ultimately strengthen our impact and visibility both locally and internationally.

A lot more emphasis will be placed on research in high-impact areas to help in the achievement of both university and national goals. A review of our enrollment practices will ensure that sufficient priority is given to post graduate expansion over the next five years.



Strategic Objectives

- Collaboration with other institutions.
- Establishing and joining global research networks.
- Establishing competitive research studentships.
- Building capacity in grantsmanship.
- Creating a greater focus on inter-disciplinary research

Key Performance Indicators

- Rank among top 100 African Universities.
- At least 80% of labs and research facilities re-equipped.
- At least 50% increase in user access for all library facilities.
- Significant increase in the number of students (under/post-graduate) working with industry either as interns or on commissioned research annually.
- Publications by faculty members in high impact journals increased by 200%.
- Funding for research increased by at least 150%.





Priority 2:

Teaching and Learning

Promote academic excellence using the highest national standard using teaching, learning and leadership development.

As the first private university to be chartered in Kenya, the responsibility of producing the next generation of Servant and thought leaders to drive national development and expansion of Christ's Kingdom is one that we must embrace and influence through innovative and teaching learning methods.

This demands a series of academic and spiritual initiatives that will nurture improvement and strengthen the teaching, learning and spiritual experience of students and faculty at Daystar University. In order to mitigate the impact of covid-19 on the education sector, Daystar intends to strengthen its Open and Distance E-Learning platform to allow for the migration of 75% of its programs to this platform over the period of the strategic plan.

These must be supported by the relevant resources that enable Daystar meet the expected standards of a globally competitive institute of higher learning.

Developing our Post-graduate profile will curve a niche for our graduates and give us the needed numbers in terms of enrolment and the desired competitive edge.



School of Communication



School of Nursing Candle Lighting Ceremony



ICT Complex



PhD Graduate



School of Science



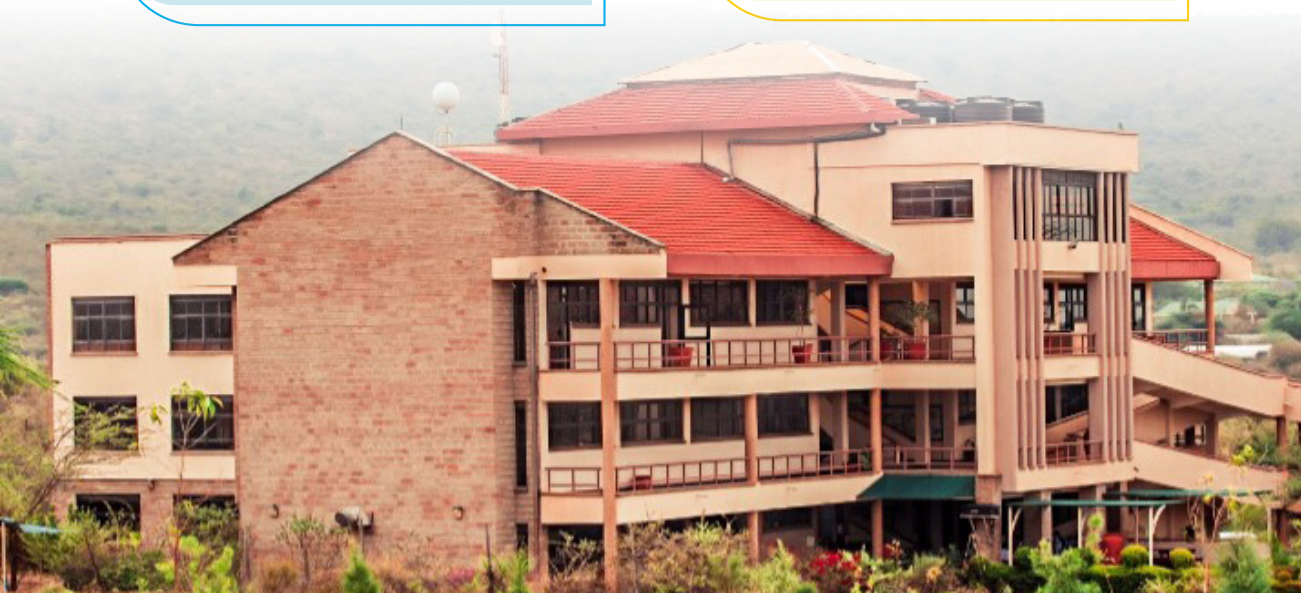
School of Law: Moot Court

Strategic Objectives

- Support PhD training for cohort of lecturers without PhDs and phase out old system of lecturers without PhDs.
- Provide research support and research leadership training opportunities for academics.
- Establish and enforce, through QAS, standardized teaching methods for undergraduate and post-graduate teaching.
- Enhance the importance and utility of the DU library system to the university community.
- Refurbish all lecture rooms and labs with updated pedagogical technology to allow for the migration to e-learning as a significant portion of mode of delivery at DU.

Key Performance Indicators

- At least 85% of the faculty in all departments should have PhDs by 2023.
- 100% of all faculty should have capacity to engage and deliver instruction using digital technologies on the e-learning platform.
- The university should achieve 65% of migration to the e-learning platform for all its programs.
- At least 60% of eligible mid-career academics should have access
- to competitive DU research and training support and access to external support.
- Departments should achieve at least 75% of quality teaching performance targets.
- Attain 85% utilization of the library system by the community.





Priority 3:
Internal Stakeholders

Provide an environment that will ensure fulfilling experiences of internal stakeholders.

The value the Daystar University seeks to meet as a Christ-Centred institution, will be achieved with the proper buy in from the university community. There is therefore need to build capacity and harness the contribution of academic, non-academic, and the Chaplaincy as essential stakeholders. There will be more regular and focused interactions with the different identifiable groups of the university, paying attention to multiple levels of needs and ensuring all relevant feedback is managed appropriately to achieve shared goals.



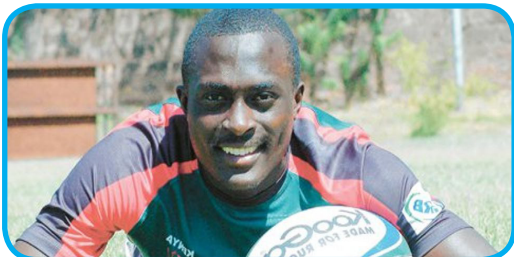
Honoring Prof. Stephen Talitwala with a Doctorate Degree, December 2019

Strategic Objectives

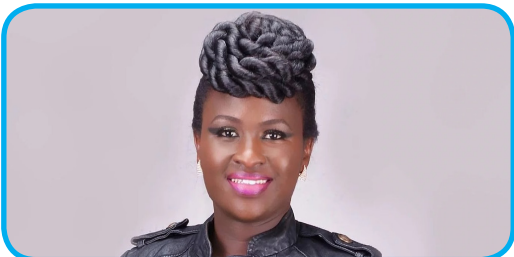
- Avail opportunities for shared educational and social experiences in the university.
- Strengthen student support systems.
- Proactively enhance stakeholder welfare at all levels.
- Adopt a proactive plan of action to engage staff and students' associations and relevant external agencies.
- Formalize arrangements for student outreach programs with the community.
- Develop and implement the Master Plan for the expansion and modernization of university facilities.

Key Performance Indicators

- Quality of students and faculty.
- 100% improvement in access to water, electricity and the internet.
- 100% improvement in office space for staff and graduate students and also lecture spaces.
- 60% improvement in sports facilities.
- Campus transport system is developed and functioning.
- Minimum of 90% internal stakeholder satisfaction rating.
- Reduced industrial actions.



Collins Injera, Alumni of Daystar University



Mercy Masika, Alumni of Daystar University



Priority 4:

Community and Spiritual Nurture

Provide an environment that will ensure fulfilling experiences of internal stakeholders.

The value the Daystar University seeks to meet as a Christ-Centred institution, will be achieved with the proper buy in from the university community. There is therefore need to build capacity and harness the contribution of academic, non-academic, and the Chaplaincy as essential stakeholders. There will be more regular and focused interactions with the different identifiable groups of the university, paying attention to multiple levels of needs and ensuring all relevant feedback is managed appropriately to achieve shared goals.



University Chaplaincy Team

Strategic Objectives

- Realign chaplaincy to foster a vibrant Christian intellectual community.
- Provide varied opportunities for spiritual growth in the university.
- Promote university vision and cohesion among staff and students.
- Construction of a 2000-seater chapel for worship at Main Campus

Key Performance Indicators

- Chaplaincy induction manual 100% developed.
- 4 additional staff recruited.
- 90% of activities identified
- Manual developed. 100% complete and Program launched.
- 90% of diverse worship programs designed.
- Policy on cohesion and affirmative action approved by University Council; is functional and supportive of the mission and vision of the university.
- DU Day Care centre completed.
- 25% access (facilities and services) for differently abled persons.
- Chapel: Tender documents, Bank account statements, Actual construction work.



University Community at Chapel



Priority 5:

Governance and Institutional Processes

Overhaul all governance arrangements to achieve greater effectiveness and efficiency. An essential component of Daystar's transformation into the New Dawn will be the adoption of a collegiate system to help improve the governance and management system for the university.

The revision of the university's charter and statutes in this regard, will pave the way for developing a stronger and more effective system of governance and see the introduction of numerous reforms which will enhance the academic research and administrative function of the university. We will be guided by principles that eliminate unnecessary bureaucracy and make our processes and procedures more flexible, lean, and efficient.

**Strategic Objectives**

- Create effective academic / administrative structures in Daystar.
- Decentralize majority of operations in the University to divisions and sections.
- Develop a model for measuring the operational cost of all units.
- Adopt a participatory budget process for an efficient and effective resource allocation and management approach.
- Deliver an ERP for DU.
- Modernize management systems and processes using an integrated ICT approach

Key Performance Indicators

- Rationalized academic / administrative structure in place.
- Clearly defined roles at management and other levels of DU.
- Academic programmes are reviewed and approved in specified timeframes by academic board and senate.
- Committees take decisions on all matters as per the service charter.
- HR policy is developed adopted and implemented.
- Revised organogram effected.
- Revamped safety and security system.





Priority 6:

Resource Mobilization and Financial Sustainability

Enhance the mobilization and management of resources at all operational areas of the university. It is abundantly clear that reliance on tuition and the government remittances for KUCCPS students is becoming inadequate particularly in these difficult economic times. The university must rise above the uncertain economic fluctuations so as to achieve greater financial independence that will allow for the creation of a stable support system, sustainable programs and research and ultimately shape the university's future.

Significant efforts will be made in the area of resource mobilization through research projects, consultancies and greater partnerships. Particular focus will be given to the non-core income generating activities such as catering units, farm, and hiring of facilities, streamlining them to become more effective in their contribution to funding the university.



The Rock foundation on which the Chapel will be built

Strategic Objectives

- Enhance the Directorate of Resource Mobilization projects and partnerships (institutional advancement).
- Develop an active database of prospects at individual, corporate and foundation levels.
- Competitively promote the use and hire of all University facilities within a regulatory framework.
- Develop and implement comprehensive plan of fundraising programmes at DU.

Key Performance Indicators

- Directorate of RMPP functional.
- Readily available information on prospects at various levels.
- University accounts regularly prepared, audited and published on time.
- Students contribute not more than 60% of total budget.
- Alumni better organized to contribute to the development of DU.
- Daystar US office Scholarships / grants.
- DU Endowment Fund established.
- Income generating activities in place.



Priority 7:

Asset Management

Daystar University ought to undertake systematic rehabilitation and expansion of its facilities so as to remain competitive and relevant.

The growth in this area of the university requires that proper direction is established to safeguard university owned assets and investments. DU owns a significant amount of land both at Main campus, at Valley Road and beyond the traditional physical boundaries of the university, and this must be properly accounted for and managed to ensure effective integration into the Master Plan.



Agape Library

Strategic Objectives

- Develop and implement a comprehensive plan for continuous maintenance, replacement and modernization of university assets and facilities.
- Develop a comprehensive process for storing all documentation on university assets (Registered and unregistered).
- Create and maintain a database of all university assets.
- Develop a Master Plan for the university.
- Develop policy on acquisition, funding and allocation of assets.

Key Performance Indicators

- Register of all physical and other assets established.
- Estates management function within DVC FAP is fully established and effective.
- Office of Legal Counsel is fully established and effective.
- Litigation over University assets is reduced by 100%.
- Income from University assets is increased significantly.
- Buildings and facilities are maintained and renovated at regular intervals.





Priority 8:

External Stakeholders

The most important aspect in building stakeholder confidence in our university's capabilities lies in the perceptions of the credibility and impact of our outputs to the outside world. This is measured in the number of citations our research publications receive, endorsements, support by the alumni, as well as our international ranking Globally, in Africa and in Kenya.

DU will purpose in the coming 5 years to develop a strong public engagement arising out of its activities a university and act for the public good. In this regard, DU will develop a clear strategic Marketing and Communications Plan and Policy with an intention of properly situating the university as a desired brand.



Honorable Kivutha Kibwana during installation ceremony of 4th Vice-Chancellor, Prof. Laban Ayiro

Strategic Objectives

- Develop a conscious plan of public engagement that is aligned with the vision and mission of the university.
- Promote stronger collaboration between the university and its key stakeholders (Government, Daystar US, Churches, Other Partners, and Industry.)
- Strengthen collaboration with reputable research universities globally.
- Develop an effective process for assessing and publishing the impact of all community engagement and outreach programmes of the university.

Key Performance Indicators

- University publications are posted on DU website and beyond.
- University public lectures/events are better structured and publicized as a branding strategy.
- Interaction with Churches, Civil society and the private sector is better structured for effect.
- University cultivates a more functional and effective relationship with Government, Daystar US, Churches, Other Partners, and Industry.
- University-Alumni Association relationship is better structured and coordinated to win the desired endearment level.



Priority 9:

Monitoring and Evaluation

Daystar University will mainstream and enforce structures and processes for system-wide Monitoring and Evaluation since the university constantly navigates through a complex network of activities and programs to sustain its relevance. The success of this strategic plan will depend on whether the outcomes of these activities can be measured, reported on them and acted upon them.

It is the intention of the university to develop a concise approach that will ensure valid, reliable and useful measures of its performance are made available during the whole period of this strategic plan. It is intended that the M&E framework will support the implementation and management of this strategy, teaching and learning activities, improvement in programs, mitigating risks and consistent reporting on performance.

**Strategic Objectives**

- Build a strong quality assurance culture.
- Develop a comprehensive framework for reviewing the performance of the system.
- Develop and implement an effective framework for staff performance management.
- Develop and implement a monitoring and evaluation plan for University.

Key Performance Indicators

- 100% complete and relevant documented policy on structures and governance for performance management.
- 90% of unit strategic plans reviewed.
- At least 80% of staff achieve targets.
- At least 50% of staff obtain minimum of 3 in annual performance rating in 5-point scale.
- Minimum of 80% adherence to the performance management system's process.

The Next Steps



Strategic Plan Blueprint

Strategic Priority	Key Performance Indicators and Metrics
<p>Research</p> <p><i>Create a vibrant intellectual climate that stimulates relevant cutting-edge research and community engagement.</i></p>	<p>KPI's</p> <ul style="list-style-type: none">• Rank among top 100 African Universities.• At least 80% of labs and research facilities re-equipped.• At least 50% increase in user access for all library facilities.• Significant increase in the number of students (under/post-graduate) working with industry either as interns or on commissioned research annually.• Publications by faculty members in high impact journals increased by 200%.• Funding for research increased by at least 150%. <p>Required Metrics</p> <ul style="list-style-type: none">• High post/undergraduate admission ratio.• Establish a minimum number of active partnership agreements with industry for research.• Number of outreach programs conducted to provide research-based information to the community.• Minimum percentage of DU faculty winning competitive grants.• Number of staff trained in relevant research areas.
<p>Teaching and Learning</p> <p><i>Teaching and Learning Promote academic excellence using international best practices of teaching, learning and leadership development</i></p>	<p>KPI's</p> <ul style="list-style-type: none">• At least 85% of the faculty in all departments should have PhDs by 2023.• 100% of all faculty should have capacity to engage and deliver instruction using digital technologies on the e-learning platform.• The university should achieve 65% of migration to the e-learning platform for all its programs.• At least 60% of eligible mid-career academics should have access to competitive DU research and training support and access to external support.• Departments should achieve at least 75% of quality teaching performance targets.• Attain 85% utilization of the library system by the community. <p>Required Metrics</p> <ul style="list-style-type: none">• High post/undergraduate admission ratio.• Establish a minimum number of active partnership agreements with industry for research.• Number of outreach programs conducted to provide research-based information to the community.• Minimum percentage of DU faculty winning competitive grants.• Number of staff trained in relevant research areas.
<p>Internal Stakeholders</p> <p><i>Provide an environment that will ensure fulfilling experiences for internal stakeholders.</i></p>	<p>KPI's</p> <ul style="list-style-type: none">• Quality of students and faculty.• 100% improvement in access to water, electricity and the internet.• 100% improvement in office space for staff and graduate students and also lecture spaces.• 60% improvement in sports facilities.• Campus transport system is developed and functioning.• Minimum of 90% internal stakeholder satisfaction rating.• Reduced industrial actions. <p>Required Metrics</p> <ul style="list-style-type: none">• High returns on customer satisfaction surveys.• High student retention rates.• Increased enrollments

Strategic Priority	Key Performance Indicators and Metrics
<p>Community and Spiritual Nurture</p> <p><i>Create a spiritual environment and a caring community that fosters Christianity as a way of life.</i></p>	<p>KPI's</p> <ul style="list-style-type: none"> • Chaplaincy induction manual 100% developed. • 4 additional staff recruited. • 90% of activities identified • Manual developed. 100% complete and Program launched. • 90% of diverse worship programs designed. • Policy on cohesion and affirmative action approved by University Council; is functional and supportive of the mission and vision of the university. • DU Day Care centre completed. • 25% access (facilities and services) for differently abled persons. • Chapel: Tender documents, Bank account statements, Actual construction work <p>Required Metrics</p> <ul style="list-style-type: none"> • Enhanced discipleship and evangelism. • Commencement of Chapel construction. • High spiritual conversion rates.
<p>Governance and Institutional Process</p> <p><i>Overhaul all governance arrangements to achieve greater effectiveness and efficiency</i></p>	<p>KPI's</p> <ul style="list-style-type: none"> • Rationalized academic / administrative structure in place. • Clearly defined roles at management and other levels of DU. • Academic programmes are reviewed and approved in specified timeframes by academic board and senate. • Committees take decisions on all matters as per the service charter. • HR policy is developed adopted and implemented. • Revised organogram effected. • Revamped safety and security system. <p>Required Metrics</p> <ul style="list-style-type: none"> • Improvement in governance practices at all levels. • Reduction in operational costs per unit. • Decentralized units. • Measure of effective budgeting and spending across the university. • Automation. • ISO Certification.
<p>Resource Mobilization and Financial Sustainability</p> <p><i>Enhance the mobilization and management of resources at unit and central administration levels</i></p>	<p>KPI's</p> <ul style="list-style-type: none"> • Directorate of RMPP functional. • Readily available information on prospects at various levels. • University accounts regularly prepared, audited and published on time. • Students contribute not more than 60% of total budget. • Alumni better organized to contribute to the development of DU. • Daystar US office Scholarships / grants. • DU Endowment Fund established. • Income generating activities in place <p>Required Metrics</p> <ul style="list-style-type: none"> • An active DU Endowment Fund. • A growing Reserve Fund. • Fundraising targets established and measured.
<p>Asset Management Sustainability</p> <p><i>Strengthen the management of the university's assets and facilities</i></p>	<p>KPI's</p> <ul style="list-style-type: none"> • Register of all physical and other assets established. • Estates management function within DVC FAP is fully established and effective. • Office of Legal Counsel is fully established and effective. • Litigation over University assets is reduced by 100%. • Income from University assets is increased significantly. • Buildings and facilities are maintained and renovated at regular intervals.

Strategic Priority	Key Performance Indicators and Metrics
	<p>Required Metrics</p> <ul style="list-style-type: none"> • All assets identified at unit level and publish in asset register. • Short, medium, and long-term policy and programs circulated to units. • Full compliance with policy for maintenance of assets. • Availability of up to date information on state of all university property.
<p>External Stakeholders (Marketing and Branding)</p> <p><i>Build stakeholder confidence in the capabilities of the university</i></p>	<p>KPI's</p> <ul style="list-style-type: none"> • University publications are posted on DU website and beyond. • University public lectures/events are better structured and publicized as a branding strategy. • Interaction with Churches, Civil society and the private sector is better structured for effect. • University cultivates a more functional and effective relationship with Government, Daystar US, Churches, Other Partners, and Industry. • University-Alumni Association relationship is better structured and coordinated to win the desired endearment level. <p>Required Metrics</p> <ul style="list-style-type: none"> • A functional service Charter • Level of international recognition of the university. • Level of Alumni contribution to the university. • Number of citations to university publications. • Number of research projects that attract external funding.
<p>Monitoring and Evaluation</p> <p><i>Mainstream and enforce structures and processes for system-wide monitoring and evaluation of SP</i></p>	<p>KPI's</p> <ul style="list-style-type: none"> • 100% complete and relevant documented policy on structures and governance for performance management. • 90% of unit strategic plans reviewed. • At least 80% of staff achieve targets. • At least 50% of staff obtain minimum of 3 in annual performance rating in 5-point scale. • Minimum of 80% adherence to the performance management system's process. <p>Required Metrics</p> <ul style="list-style-type: none"> • Quarterly and Annual evaluation of Strategic Plan implementation at DU.

Acknowledgements

The development of this 2020-2025 Strategic Plan for Daystar University has benefited extensively from critical inputs of both internal and external stakeholders.

On assuming my new role as Vice Chancellor of Daystar University, I released initial communique titled: Strategic Plan Set for Mid-Term Review informing university stakeholders of the intent to review the 2016-2021 strategic plan ahead of time. The wisdom and foresight of the Joint Company and Council (JCC) committee of Daystar laid a strong foundation for the initiation of the process by developing the strategy review roadmap and indeed the committee has tenaciously ensured that the plan is delivered ahead of time.

The focused approach of the JCC was embraced by the entire university in the various phases that this strategic plan has been shepherded through with great concentration, passion and exemplary commitment. From Issue Identification, Healing Sessions, objective High-Level crafting and documentation of Activities and Priorities, the sense of ownership has been pulsating. I am therefore greatly indebted to my students, staff, Faculty, alumni, Daystar USA, Council, Company, and the service providers, whose collective contributions hastened the completion of this plan.

Special recognition goes to Daystar Founders, Governors, Senior members of management, Alumni and friends both in Kenya and USA who attended the three-day Joint Retreat at the Lukenya Resort. Your inputs in the area of Key Pillars of the plan gave Management a stronger purpose and direction that in essence defined the scope and substance of this strategic plan.

I cannot forget members of the University Senate and Management Board for not only remaining engaged but also being vigilant and critically interrogating key imperatives of the plan such as Key Performance Indicators, Priority Activities and Budget estimations that constitute the measurables of the plan; and subsequently determine the effective monitoring and evaluation of the implementation of this SP.

Finally, my gratitude goes to the Strategy Review Committee for being good custodians of the university's expectations of this document. Your commitment to the expected level of synthesis, appropriateness of language, worthy formatting and accuracy of data truly aligns itself to the ethos of Daystar in the New Dawn.

I now invite you all to join me as we shepherd Daystar University through the next five years in the spirit of the New Dawn, based on Isaiah 43:18-19.

Prof. Laban P. Ayiro

Vice-Chancellor

Strategic Plan Committee Members

The University is indebted to this team for taking up the challenge of drafting and finalizing this strategic plan.

- | | |
|-----------------------------|---|
| 1. Prof. Laban Peter Ayiro | - Vice-Chancellor |
| 2. Dr. Muturi Wachira | - Deputy Vice-Chancellor, Finance Administration and Planning |
| 3. Dr. Evans Amata (Chair) | - Strategic Planning Committee Chair and Dean, School of Business & Economics |
| 4. Dr. Samuel Muriithi | - Director, Academic Programs |
| 5. Dr. Dancan Irungu | - Director, Planning and Entrepreneurship |
| 6. Dr. Laban Chesang | - Head of Department Economics, School of Business & Economics |
| 7. Dr. Jessica Kinya | - Head of Department, Strategic and Organizational Communication, School of Communication |
| 8. Dr. Wambui Wamunyu | - Head of Department, Media and Film Studies, School of Communication |
| 9. Dr. Wandia Njoya | - Senior Lecturer, School of Communication |
| 10. Ms. Lydia Warui | - Planning Officer |
| 11. Ms. Grace Mbogo - Liyai | - Research & Protocol Officer to the Vice-Chancellor |

Resource Requirements

The successful implementation of this strategic plan requires considerable financial resources. Capital expenditure resources requirements to facilitate implementation of the strategic plan have been estimated at Ksh.2.8 billion (See Appendix A, Implementation matrix).

Conclusion

This strategic plan represents the university's aspirations to consciously define and passionately design a successful future. It is our hope that our purpose and ambitions as laid out will provide enough motivation for all stakeholders to pledge their support to our mission and vision.

Indeed, our effectiveness will be determined by the commitment we demonstrate in the execution process for which we hold ourselves responsible.

This plan will be constantly subjected to objective review so as to measure its impact and maintain its relevance. We are convinced that the process of detailed analysis and internal discussion that we have undertaken, stands us in good stead to exercise strong influence over our future as Daystar University. By focusing on our strategic priorities, it shall be proof enough that we are a Christ-Centred university with an endearing fortitude towards excellence.



Appendices

Appendix A: Implementation Matrix

Priority 1: Research										
Strategies	Activities	KPIs	Timeline	Responsibility	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Costs
Acquire state of the art equipment and improve facilities (including library access) as a necessary foundation for academic research	Funding proposals Procurement and Capacity building	At least 80% of labs and research facilities re-equipped	Continuous	DVC-ARSA, Deans, DRPGS, HoDs, Faculty	20%	20%	20%	10%	10%	100M
Provide stronger institutional support across the university in the administration and development of library facilities	Digitization of the library. Purchase of licenses. Procurement.	At least 50% increase in user access for all library facilities	Continuous	University Librarian, Deans, HoDs, Faculty, DVC-ARSA, DAP	10%	10%	10%	10%	10%	50M
Establish university / industry partnerships to promote research in areas of industrial / national interest	Enhanced collaboration with industry. Placement of students	Significant increase in the number of students (under/postgraduate) working with relevant industry either as interns or on employment basis	Annually	CAM, DVC-ARSA, DVC-FAP, Deans, HoDs	300 students	300 students	300 students	300 students	300 students	5M
Develop and implement a training and career development program for staff involved in research and research support	Research at school level. Journal publications Book publications. Conference paper presentations.	Publications by faculty members in high impact journals increased by 200%	Annual - Cumulative	HoDs, Deans, DVC-ARSA, DQA, DRPGS	140 publications	280 publications	420 publications	560 publications	700 publications	60M
Develop and implement a plan for increasing the pool of university-controlled funds available for academic research.	Development of proposals. Capacity building. Procurement.	Funding for research increased by at least 150%	Continuous	DVC-ARSA, DVC-FAP, DRPGS, Deans, Dir.QA, Faculty	10%	20%	30%	40%	50%	Greater than 600M
Provide stronger institutional support for research grant writing and publications	Obligatory publications from schools. Provision of research grants. Mentoring by Senior Professors.	Ranked among top 50 African universities and top 10 Kenyan universities	Continuous	DVC-ARSA, DQA, DRPGS, DAP, Deans, Faculty	R / Africa - 200	R / Africa - 100	R/A - 50	R/A - 40	R/A - 30	N/A

Priority 2: Teaching and Learning									
Strategies	Activities	KPIs	Timeline	Responsibility	Time Frame				Costs
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Support PhD training for cohort of lecturers without PhDs and phase out old system of lecturers without PhDs.	Facilitate time and resources to non-PhD faculty. Support scholarships from collaborating agencies and universities	At least 85% of the faculty in all departments should have PhDs by 2025	Oct 2020 - Sept 2025	Council, Mgt., DVC-ARSA, Deans, HoDs	14 Ppl	14 Ppl	14 Ppl	14 Ppl	216M
Refurbish all lecture rooms & labs with updated pedagogical technology to allow for the migration to e-learning as a significant portion of mode of delivery at DU.	Capacity built by ODeL board members. Procure and expand server space. Seek for productive collaborations on e-learning. Build capacity of staff in e-learning. Subscription to e-learning software. Procurement of internet bundles for students. Enhancing the fiber-optic infrastructure	100% of all faculty should have capacity to engage and deliver instruction using digital technologies on the e-learning platform	Oct 2020 - Sept 2025	DVC-ARSA, Mgt., DODEL, ODeL Board, Deans, HoDs, Faculty	100%	100%	100%	100%	25M (12M capacity 13M on the sever
		The university should achieve 65% of migration to the e-learning platform for all its programs	2020 - 2025	VC, DVC-FAP, ODeL, DODEL, ICTM,	13%	13%	13%	13%	42.5M (10M subscription, 20M bundles, 12.5 Fibre optic)
Provide research support and research leadership training opportunities for mid-career academics.	Grant proposal writing. DU budget allocation. Collaborations.	At least 60% of eligible academics should have access to competitive DU research and training support and access to external support.	Oct 2020 - Sept 2025	Mgt., DRPGS, Deans, HoDs	9 faculty	9 faculty	9 faculty	9 faculty	86M (@ 2M per person * 45 eligible faculty)
Establish and enforce, through QAS, standardized teaching methods for undergraduate and post-graduate teaching.	Pedagogical training. Peer mentoring. Training in curriculum implementation, supervision and evaluation.	Departments should achieve at least 75% of quality teaching performance targets.	Oct 2020 - Dec 2022	DVC-ARSA, DAP, DQA, Deans, HoDs	60 faculty	60 faculty	-	-	2.4M (20,000 per faculty)
Enhance the importance and utility of the DU library system to the university community.	Procurement of desktop computers for the library. Subscriptions for databases. Capacity building for staff and students.	Attain 85% utilization of the library system by the community.	i. Annually ii. Annually iii. 100% ous	DVC-FAP, Procurement, USM, ICT, CM/HR, University Librarian	25%	25%	25%	25%	i. 20M (Every yr: 100 computer * 5 = 500 computers @ 40K) ii. 10M iii. 8M (@ 1Kpp)

Priority 3: Internal Stakeholders

Strategies	Activities	KPIs	Timeline	Responsibility	Time Frame					Costs
					2020 -2021	2021 -2022	2022 -2023	2023 -2024	2024 -2025	
Avail opportunities for shared educational and social experiences in the university.	Symposiums Open Days Extra-Curricular activities. Mentoring programs Student-led social events	Quality of students and faculty.	Continuous	VC, DVC-ARSA, DVC-FAP, Chaplaincy, DoS, Deans, Faculty	100%	100%	100%	100%	100%	30M
Proactively enhance stakeholder welfare at all levels.	Student and employee satisfaction survey	Minimum of 90% internal stakeholder satisfaction rating	Annually	DVC-FAP, DPE, DoS	50% satisfaction	65%	70%	80%	90%	10M (2M per year)
Replace all asbestos roofs and install solar in Main Campus	Roof replaced and solar panels installed	100% asbestos roofs replaced	Aug 2021	DVC(FAP), USM	8M					8M
Adopt a proactive plan of action to engage staff and student associations and relevant external agencies	Quarterly meetings with the associations. Capacity building of officials.	Reduced industrial actions.	Quarterly	VC, DVC-FAP, DVC-ARSA, DoS, DUGSA, SSADU, DUSA, Alumni	1.6M (@100k per meeting for 16 meetings a year)					8M (1.6M per year)
Strengthen student support systems	Payment of bills.	100% improvement in access to water, electricity and the internet.	Monthly	DVC-FAP, DVC-ARSA, USM, DoS	36M	36M	36M	36M	36M	180M
	Renovations of office space. Allocations	100% improvement in office space for staff and graduate students and also lecture spaces.	Continuous	DVC-FAP, USM, Procurement	2M	2M	2M	2M	2M	10M
	Acquisition of one bus (students), one van (management), and one double cabin (for security)	Campus transport system is developed and functioning	2021	VC, DVC-FAP, USM, Procurement	Bus – 10M Van – 4M Double Cabin – 3M					17M
	Development of hockey field. Completion of the gym. Development of track field. Construction of swimming pool.	60% improvement in sports facilities.	i. 2021 ii. 2021 iii.2022 iv.2023-2025	VC, DVC-FAP, USM, Procurement	Hockey – 3M Gym – 6M	Track field – 25M	Swimming Pool – 100M			134M

Priority 4: Spiritual and Community Nurture

Strategies	Activities	KPIs	Timeline	Responsibility	Time Frame					Costs
					2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	
Realign chaplaincy to foster a vibrant Christian intellectual community.	Develop and implement chaplaincy induction manual.	Chaplaincy induction manual 100% developed.	Jan 2021	University Mgt., DU stakeholders, Chaplain University Mgt., DU stakeholders, Chaplain	1.5M					1.5M
	Hiring of appropriate additional staff.	4 additional staff recruited.	Jan 2021 – Dec 2022	University Mgt., Chaplain, CMHR	4M (2 staff	4M (2 staff				8M
	Integrate faith and learning in all programmes	90% of activities identified	Continuous	DVC-ARSA, Chaplain, Deans	30%	20%	15%	15%	10%	25M
Provide varied opportunities for spiritual growth in the university.	Develop relevant mentorship programs for students.	Manual developed. 100% complete and Program launched	2021	DVC-ARSA, DVC-FAP, Deans, DoS	2M					2M
	Curriculum developed. Procurement for production materials. Workshops.	90% of diverse worship programs designed..	Continuous	DVC-FAP, Procurement, Chaplain,	3M	3M	3M	3M	3M	15M
	Develop policies to enhance the university's mission, vision and cohesion.	Policy on cohesion and affirmative action approved by University Council, is functional and supportive of the mission and vision of the university.	Dec 2021	Council, Mgt., Chaplain, DoS, CMHR, DUGSA	2M					2M (Policy)
Promote university vision, mission and cohesion to ensure gender, affirmative action, and equal opportunities in placement.	Develop facilities to support persons with disabilities and nursing mothers.	DU Day Care centre completed.	2021- 2022	DVC-FAP, CMHR, USM, Procurement		4M				4M
		25% access (facilities and services) for differently abled persons.	2021- 2022	DVC-FAP, USM, Procurement		4M				4M
	Fundraising Procurement of consultant and contractor.	Tender documents Bank account statements Actual construction work	2021-2024	Company Council, Mgt., Stakeholders, DVC-FAP, Chaplain, DRMP	70.4M	70.4M	70.4M	70.4M	70.4M	325M

Priority 5: Governance and Institutional Processes									
Strategies	Activities	KPIs	Timeline	Responsibility	Time Frame				Costs
					2020 -2021	2021 -2022	2022 -2023	2023 -2024	2024 -2025
Create effective academic / administrative structures in Daystar.	Internal stakeholders' workshops. Draft of the structures. Minutes of adoption by management and council	Rationalized academic / administrative structures operationalized.	2021	Council, Mgt, Directors, Deans, HoDs, Section Heads	3M				3M
	Procurement of consultant Workshops. Draft Adoption by council and management Senate, Management and Council approval.	HR policy is developed adopted and implemented. Revised organogram effected.	2021	Council, Mgt., Directors, Deans, HoDs, Section Heads	3M				3M
Decentralize majority of operations in the University to divisions and sections.	ISO Certification. Dissemination workshop for Senate and Management.	Clearly defined roles at management and other levels of DU.	ISO - 2021-2022 Dissemination - 2021	Council, Senate, Mgt.	0.2M				0.2M
	Program development: needs assessment, workshops, approval by Academic Board and Senate, approval by CUE.	Academic programmes are reviewed and approved in specified timeframes by academic board and senate.	7 programs Annually	DVC-ARSA, Academic Board, Senate	ISO - 4M Dissemination 0.5M	ISO - 4M			8.5M
Develop a model for measuring the operational cost of all units.	Quality management systems for ISO DNS processes in place	Committees take decisions on all matters as per the service charter.	2021-2022	DVC-FAP, Deans, Directors	12.6M	12.6M	12.6M	12.6M	63M
	Costed expenditures and incomes – materials, HR, capacity training.	A cost-benefit analysis mechanism instituted.	2021	VC, DVC-FAP, DVC-ARSA, CMF, CMHR, Deans, Directors	4M				4M
Adopt a participatory budget process for an efficient and effective resource allocation and management approach.	Budget approvals. Procurement plan approval. Requisition processes formulated. Reserve fund established.	Financial prudence and stability attained	Continuous	VC, DVC-FAP, Procurement, CMF,	2M	2M	2M	2M	10M
Deliver an ERP for DU	Advertisement for tender. Evaluation of tender. Award of tender. Capacity building on ERP.	ERP commissioned.	2021	DVC-FAP, Procurement, Section Heads, Directors, Deans					20M
Modernize management systems and processes using an integrated ICT approach.	Develop safety and security policy. Install an automated access control system. Install and maintain CCTV cameras. Construct a perimeter wall in 3 phases at Main campus.	Revamped safety and security system.	i. June 2021, ii. 2021, iii. 2021, iv. 1st phase 2020-2021, 2nd phase 2021 - 2022, 3rd Phase 2022-2023	DVC-FAP, PNC, ICTM, Chief Security	i. 1M ii. 20M iii. 5M iv. 42M	30M	30M	30M	188M: i. 1M, ii. 20M, iii. 5M, iv. 162M (42M, 30M, 30M, 30M)

Priority 6: Resource Mobilization and Financial Sustainability									
Strategies	Activities	KPIs	Timeline	Responsibility	Time Frame				Costs
					2020 -2021+	2021 -2022	2022 -2023	2023 -2024	2024 -2025
Enhance the Directorate of Resource Mobilization projects and partnerships (institutional advancement).	Identified projects, donors, structured proposals, and revenue updates..	Directorate of RMPP functional	Continuous	VC, DVC-FAP, DVC-ARSA, DPE	7M	7M	7M	7M	35M
Develop an active database of prospects at individual, corporate and foundation levels.	Continuous updating of relevant database.	Readily available information on prospects at various levels.	Continuous	DRMPP, DVC-FAP, DVC-ARSA, DPE	5M	5M	1M	1M	13M
Financial prudence	Budget preparation. Procurement plan. Internal and external audit. Shift to fundraising for the 40%..	University accounts regularly prepared, audited and published on time	Annually	FCC, DVC-FAP, Head of Audit, Procurement, CMF	1M	1M	1M	1M	5M
Develop and implement comprehensive plan of fundraising programmes at DU.	Strengthen alumni office. Open separate alumni account. Identify priority project for alumni to support.	Students contribute not more than 60% of total budget.	2021-2023	VC, DVC-FAP, CMF, DRMPP	4M	4M	4M	4M	20M
		Alumni better organized to contribute to the development of DU.	2021	VC, DVC-ARSA, Alumni Office, Daystar US	2M	2M	2M	2M	10M
	Fundraising missions. Office support. Visit preparations to Nairobi.	Daystar US office Scholarships / Grants	Continuous	VC, Chair Council, Chair Company, DDUS, DRMPP	33M (Miss ions 6M, Support 25M, Visits 2M 2M (Missions 6M, Support 25M, isits 2M)	33M	33M	33M	165M
	Priority areas for IGAs Develop a Business Plan. Develop Policy Document	DU Endowment Fund established.	2021	Chair Company, Chair Council, VC, DVC-FAP, DRMPP	2M				2M
Competitively promote the use and hire of all University facilities within a regulatory framework. -	Policy development on the endowment fund Mobilization.	Income generating activities in place.	2021-2024	DVC-FAP, DPE, USM	10M	10M			20M

Priority 7: Asset Management									
Strategies	Activities	KPIs	Timeline	Responsibility	Time Frame				Costs
					2020-2021	2021-2022	2022-2023	2023-2024	
Develop and implement a comprehensive plan for continuous maintenance, replacement and modernization of university assets and facilities.	Requisitions Procurement Supervision Completion certificates. Tender	Buildings and facilities are maintained and renovated at regular intervals.	Continuous	DVC-FAP, USM, Procurement, CMF	10M	10M	10M	10M	50M
	Entries into inventories. Asset evaluation. Boarded items.	Register of all physical and other assets established.	Continuous	DVC-FAP, USM, Procurement, CMF	0.5M	0.5M	0.5M	0.5	2.5M
Develop policy on acquisition, funding and allocation of assets	Recruitment of specialized staff. Operational budget.	University Services Manager within DVC FAP is fully established and effective.	2020-2022	DVC-FAP, VC, CMHR, USM, Procurement, CMF	5M	5M	5M	5M	25M
	Recruitment of specialized staff.	Office of Legal Counsel is fully established and effective..	2022	DCV-FAP, CMHR		1.5M	1.5M	1.5M	6M
Create and maintain a database of all university assets.	IGAs, Agriculture, Rent, Business Processes and Solarization	Income from University assets is increased significantly.	Continuous (2020-2025)	VC, DVC-FAP, DPE, USM, Procurement, CMF	2M	2M	2M	2M	10M
	Legal vigilance. Greater accountability.	Litigation over University assets is reduced by 100%.		Legal Manager, CMF, DVC-FAP, Internal Auditor	10M	10M			N/A
Develop a Master Plan for the university..	Hire a consultant. Workshop for stakeholders Drafting of MP. Commissioning the MP	Master Plan Developed and registered.	Jan 2021 - March 2021	VC, DVC-FAP, DPE, All university stakeholders	5M				5M

Priority 8: External Stakeholders

Strategies	Activities	KPIs	Timeline	Responsibility	Time Frame					Costs
					2020 -2021	2021 -2022	2022 -2023	2023 -2024	2024 -2025	
Strengthen collaboration with reputable research universities globally.	Research proposals. Peer review Publications (per school)	University publications are posted on DU website and beyond.	Annually	DVC-ARSA, DAP, DQA, DRPGS, Deans, Faculty, CAM						
Develop a conscious plan of public engagement that is aligned with the vision and mission of the university.	Calendar posted. Advertised Evaluation and publication of lectures/ events	University public lectures/ events are better structured and publicized as a branding strategy	Continuous	DVC-ARSA, DAP, DQA, DRPGS, Deans, Faculty, CAM	10M	10M	10M	10M	10M	50M
Develop an effective process for assessing and publishing the impact of all community engagement and outreach programmes of the university.	A strategy in place. Identification of activities for the interaction. Scheduling Publicity	Interaction with Churches, Civil society and the private sector is better structured for effect.	Continuous	Chair Council, Chair Company, VC, DVC-ARSA, DVC-FAP, CAM, Chaplaincy	2M	2M	2M	2M	2M	10M
	Greater engagement Identification of areas of support. Recognition efforts	University Alumni Association relationship is better structured and coordinated to win the desired endearment level	Continuous	VC, Alumni Officials, DVC-ARSA, DVC-FAP, DoS, Chaplaincy, CAM	2M	2M	2M	2M	2M	10M
Promote stronger collaboration between the university and its key stakeholders (Government, Daystar US, Churches, Other Partners, and Industry.) .	Signed MOUs Prioritized areas of support Engagement Recognition	University cultivates a more functional and effective relationship with Government, Daystar US, Churches, Other Partners, and Industry.	Continuous	Chair Council, Chair Company, VC, DVC-ARSA, DVC-FAP, CAM, Chaplaincy	3M	3M	3M	3M	3M	15M

Priority 9: Monitoring and Evaluation										
Strategies	Activities	KPIs	Timeline	Responsibility	Time Frame					Costs
					2020 -2021	2021 -2022	2022 -2023	2023 -2024	2024 -2025	
Build a strong quality assurance culture.	ISO QMS as reference.	100% complete and relevant documented policy on structures and governance for performance management.	2022-2025	The entire university, DVC-FAP as Management Representative (MR)	5M	5M	5M	5M	5M	25M
Develop a comprehensive framework for reviewing the performance of the system.	Monitoring	90% of unit strategic plans reviewed.	Quarterly	DVC-FAP, Deans, Directors, Mgt.						N/A
Develop and implement an effective framework for staff performance management.	Monitoring and Evaluation	At least 80% of staff achieve targets.	Quarterly	DVC-FAP, Deans, Directors, Mgt.						N/A
Develop and implement a monitoring and evaluation plan for University,	Monitoring Evaluation	At least 50% of staff obtain minimum of 3 in annual performance rating in 5-point scale.	Quarterly	DVC-FAP, Deans, Directors, Mgt.						N/A
	Monitoring Evaluation	Minimum of 80% adherence to the performance management system's process.	Quarterly	DVC-FAP, Deans, Directors, Mgt.	5M	5M	5M	5M	5M	25M

Appendix B: Summary Key Performance Indicators

The tables below show the baseline and projected key performance indicators for the University.

University's Overall Current and Projected Performance Indicators

Performance Indicators	2021	2022	2023	2024	2025
Students growth	4,180	4,598	5,058	5,564	6,120
Revenue growth (Kshsmillions)	1,159	1,323	1,430	1,585	1,750
Full time: Part time lecturers' ratio	2:1	2:1	2:1	2:1	2:1
Ratio of PhD holders to total full-time faculty	60%	64%	68%	72%	76%
Ratio of computers to students	1.8	1.8	1.8	1.8	1.8
Number of research proposals accepted	40	45	50	55	60
Resources budgeted for research (Kshs Millions)	25	30	30	30	30
Articles to be published per year	60	70	80	90	100
Local and International conferences hosted	5	5	6	6	7
Amount realized from resource mobilization (Kshs Millions)	259	365	324	234	238
Employee retention (attrition / turnover rate)	5	5	5	5	5

University's Capital Projects Performance Indicators

Performance Indicators (% completion)	2021	2022	2023	2024	2025
Build and upgrade sports and recreation facilities	20%	30%	50%	75%	100%
Build new communication studios		100%			
Construction of the chapel	10%	20%	30%	100%	
Construction of water reservoir			50%	100%	
Construction of water treatment and sewerage plant		10%	20%	50%	100%
Replace Asbestos roofs in the Main campus	10%	25%	50%	75%	100%
Landscaping and beautification of Main campus	20%	40%	60%	80%	100%
Construct faculty village		25%	50%	75%	100%
Set up infrastructure for cleaning	30%	50%	100%		
Install ERP system	25%	50%	100%		
Construct perimeter wall in three phases at the Main campus	20%	40%	70%	80%	100%

Appendix C: : Revenue Projection (Kshs. Millions)

Projected Revenue Streams	2021	2022	2023	2024	2025	Total
Student Income	1,094	1,246	1,342	1,483	1,634	6,799
Income Generating Activities	48	55	63	72	80	318
Donations	18	21	25	30	36	130
Collaborations / Partnerships	90	110	110	120	90	520
Daystar US	169	255	214	114	148	900
Total	1,419	1,687	1,754	1,819	1,988	8,667

.....until the day dawn and the
daystar arise
in your hearts.
2 Peter 1:19





'From the African Zone'
Afrizo the band was started in 1998 by Hellen Mtawali, Daystar University



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