

UNIVERSITY OF KIGALI



STRATEGIC PLAN

2025-2029

Driving Excellence through our Green Ambition,
World Class Education, Research and Innovation,
and Global Impact



Labour for the future

VISION

To be a pole of radiance and excellence nationally and internationally, with quality education, research and provision of innovative service to the community.

MISSION

To provide quality higher education programmes that match the labour market and development needs of Rwanda, the region and the world.

VALUES

Honesty
Ethics and Professionalism
Tolerance
Patience
Genuineness and decisiveness
Empathy
Research & community
Development
Passion for Self-development
Sustainability

UOK JOURNEY OF GROWTH IN NUMBERS 2013-2025

Foundation and Milestones



UoK is a private University chartered by the Government of Rwanda.

GRADUATION

8: Graduation ceremonies held since 2015

141: Graduates from the inaugural graduation ceremony in 2015.

9465: Total graduates produced by 2024:

5787: Bachelor's degree graduates.

1687: Master's degree graduates.

1991: Postgraduate Diploma holders.



Student Growth and Diversity

35: Registered students in October 2013.

8,562: Registered students as of January 2025.

657: International students currently enrolled.

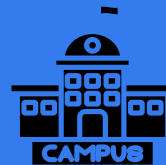
33: Nationalities represented within the student body.



Campuses and Schools

2: Campuses located in Kigali and Musanze.

6: Cognate schools.



Academic and Staff Excellence

38: Full-time staff employed in 2013.

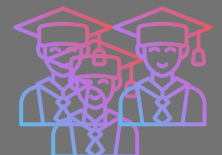
72: Full-time Academic staff employed by 2025.

28 Full-time staff with doctoral degrees.

3 Full Professors.

3 Associate Professors.

6 Full-time female faculty members.



UOK STATISTICS INFOGRAPHICS





Strategic Plan

Development process

The Chairman Board of Directors appointed a Strategic Planning Steering Committee (SPSC) to lead the strategy development process. The committee comprises six core members, including senior academics, junior academics, and administrative staff. It was tasked with the following objectives:

- To develop a series of drafts for discussion and refinement at various levels of the University until a substantial consensus is reached on the strategy's content, objectives, and approach.
- To provide regular progress reports to the Chairman through the Vice Chancellor, incorporating necessary revisions as required.
- To ensure the final document integrates contemporary design elements that enhance readability and engagement.

A key directive for the committee was to develop a strategy that positions the University as a leading Green University, leveraging the construction of the new campus as an opportunity to embed sustainability into its core operations. Additionally, the strategy aims to establish the University as a leading Financial University aligned with Rwanda's financial agenda, building on its CPA training success and Kigali's status as a digital and financial hub. It focuses on integrating finance with emerging technologies like Fintech, AI, and Cybersecurity to support the country's digital economy transformation.

Through a series of iterative discussions, the committee agreed that the strategy would be structured around six key pillars:



1. Green University Ambition – Embedding sustainability across all University operations.
2. World-Class Innovative Education – Enhancing academic excellence through innovative quality programmes and technology-driven curricula.
3. Research Excellence and Innovation Excellence – Strengthening the research ecosystem to address contemporary global and regional challenges.
4. Inclusive Community Engagement – Expanding outreach initiatives and industry partnerships to drive societal impact.
5. Strategic Internationalisation and Partnerships– Strengthening global collaborations and mobility programs.
6. Financial Sustainability, Staff excellence and Capacity Building– Developing human capital while ensuring the long-term financial viability of the strategy.

To ensure the strategy reflects global best practices, the SPSC was advised to benchmark against contemporary strategy documents from leading institutions.



Consultation Process

Stakeholder consultations were conducted at various stages with the following University groups:

1. Deans' Forum – To provide insights into academic strategies.
2. Senior Management Team – To discuss academic programs, infrastructure development, and the University's strategic direction over the next five years.
3. Academic Senate – As the ultimate decision-making body for academic and operational matters.
1. University Board of Governors – The Chairman will present the proposed strategy for final approval.
2. Implementation Planning – A detailed timeline of activities will be developed to guide the execution phase.

The development of these activities will be led by various departmental heads to ensure ownership and accountability for the planned strategic initiatives. These initiatives will be summarised in a Strategic Matrix, outlining key objectives, responsible units, timelines, and performance indicators to facilitate effective execution and monitoring

The strategy is expected to commence implementation in **September 2025 and run until August 2029.**

Monitoring and Evaluation

1. The Vice Chancellor will oversee the overall implementation of the strategy.
2. Specific individuals, including Deputy Vice Chancellors, Deans, Heads of Departments, Directors and Centre Coordinators will be responsible for executing and supervising various strategic initiatives.
3. Key Performance Indicators (**KPIs**) will be established to track progress across strategic goals, ensuring measurable outcomes and effective evaluation of success.



THE IMPETUS FOR CHANGE

The University of Kigali (UoK) is a young, vibrant, sustainability-conscious and innovation-driven private institution of higher learning in Rwanda. It is committed to creating opportunities for young people who are seeking to join the labour sectors of the future. As the University embarks on the construction of its new campus, a high-level strategic decision was taken to transform UoK into a Green University. It was felt that this decision alone would have substantial implications on the overall strategy of the University. Equally, the time was right to advance the vision of an engaged university—both internally and externally—while strategically embracing its responsibility for a sustainable future for all, more strategically.

UoK is poised to redefine its identity as a top-ranking business school in the region, dedicated to sustainable innovation and the strategic use of IT. Building on its strong track record in CPA training; producing a third of all Certified Accountants in Rwanda, the University seeks to position itself as a leading Financial University supporting the nation's financial agenda. Capitalizing on Kigali's growing reputation as a digital and financial hub, UoK is committed to integrating technology into its business and finance programmes and expanding its curriculum to include emerging fields such as blockchain, cybersecurity, artificial intelligence (AI), and fintech. Through this strategic alignment with Rwanda's digital economy transformation initiatives, the University will ensure its graduates are well-prepared to lead in an increasingly complex, tech-driven, and interconnected world.

EXECUTIVE SUMMARY

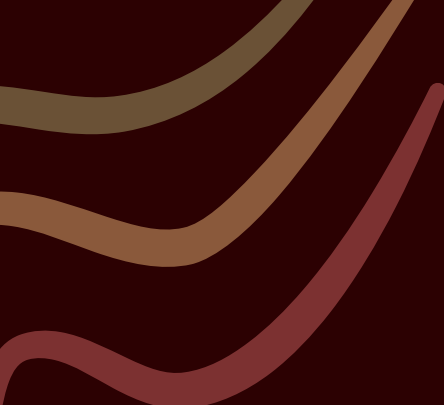
This document outlines UoK's strategic ambition for the period 2025 to 2029, structured into three chapters.

Chapter one presents the University's historical heritage, key achievements, vision, mission, and motto, culminating in a clear statement of strategic intent and institutional commitments. It also provides a situational analysis, addressing global, regional, and national imperatives to which the University is accountable.

Chapter two focuses on six strategic pillars, beginning with sustainable infrastructure, where UoK aims to integrate environmentally responsible practices across its operations, enhance biodiversity, and adopt advanced technological systems for resource management. The second pillar highlights world-class innovative education, with plans to continually adapt the curriculum to sustainable practices, promote innovation, and integrate technology in teaching, learning, and research.

The third pillar emphasizes research, positioning UoK as a leader in sustainable innovation and commercialization. The fourth pillar centers on inclusive community engagement, promoting partnerships that enhance socio-economic development and align with Sustainable Development Goals. The fifth pillar focuses on internationalization and partnerships, aiming to strengthen UoK's global presence through strategic collaborations, an internationalized curriculum, and the establishment of an international hub for business and IT solutions. The final pillar, Staff Excellence and Capacity Building, focuses on empowering a skilled and motivated local and international workforce to achieve organisational excellence and deliver impactful results. Together, these pillars lay the foundation for UoK's commitment to sustainability, innovation, and global leadership in higher education.

Chapter three details the strategy implementation process, recognizing that the best plans can fail without proper execution. UoK has adopted a seven-stage framework to bring its strategic plan to life, ensuring successful delivery on goals. This includes clearly communicating the strategy across all levels of the organisation, preparing an elite team of vision keepers, prioritising strategic objectives, and developing human capacity. The University will regularly track progress and adjust where necessary, ensuring that the plan is implemented with accountability. Furthermore, UoK will adopt best practices to integrate strategic objectives into daily operations, link budgeting and incentives to the strategy, and engage stakeholders in continuous dialogue. This comprehensive approach ensures that UoK is well-positioned to achieve its long-term vision, delivering value and establishing itself as a critical leader in the education sector globally.



CHAPTER ONE

BACKGROUND AND SITUATIONAL ANALYSIS



1.1 Founding and Accreditation

The University of Kigali (UoK) stands as one of the leading private higher institutions of learning in Rwanda, officially commencing operations in October 2013 after obtaining a definitive license from the Government of the Republic of Rwanda. UoK is fully accredited and chartered by the government, ensuring its adherence to high educational standards.



1.2 Campuses and Growth

UoK operates two campuses: the main campus at Prester House in Kacyiru, Gasabo District, near Kigali Heights, approximately 3 kilometers from Kigali City Centre, and another in the Musanze District, Northern Province, housed in the prestigious RSSB Building. From a modest beginning with only 35 students in October 2013, UoK has experienced remarkable growth, with student enrollment surpassing 8,000 by July 2024. The student body is diverse, representing over 33 countries from Africa, Asia, and Europe, reflecting the university's commitment to internationalisation and world-class excellence.



1.3 CONTRIBUTORS TO GROWTH

The University's rapid growth can be attributed to several key factors:



Clear Vision and a well-articulated Strategic Plan:
A well-defined vision and strategic plan guide UoK's development and expansion.



Experienced Faculty:
A diverse faculty sourced regionally and globally, with high academic qualifications.



Quality Programmes:
Market-driven programmes that meet the needs of the labor market.



Strategic Partnerships:
Collaborations with reputable institutions across the globe enhance the University's offerings.

1.4 Graduates and Contributions

As of June 2024, UoK has produced 9,465 graduates, including 5,787 undergraduates, 1,687 master's graduates, and 1,991 Postgraduate Diploma in Education (PGDE) graduates. The university contributes significantly to national development by producing skilled manpower for various fields and industries, thus supporting both the national and regional economies.

1.5 Academic and Professional Programmes

UoK offers a wide range of undergraduate, graduate, and professional programs through its six schools:

- a) School of Business Management and Economics
- b) School of Computing and Information Technology
- c) School of Education
- d) School of Law
- e) Graduate School
- f) School of Professional and Executive Programmes (SPEP)

Additionally, UoK operates three specialised centers:

i) Centre for Economic Governance and Leadership: offers **short courses** in leadership, public relations, corporate governance, human resource management, project management, ICDL, and data analytics. In addition to these professional development programs, the University actively supports entrepreneurship through workshops and training, incubation and acceleration programs, networking events, and skill development initiatives. These efforts help bridge the gap between academia, industry, and the community, fostering the development of new businesses and innovative technologies.

ii) Centre of Equity and Inclusiveness: Supports students with special needs and promotes inclusivity at all levels of the educational enterprise.

iii) Centre of Modern Languages-Plays a central role in the development of literacy skills and supports students and staff with language and writing skills so essential for academic success.

More than 100 Certified Public Accountants (CPAs) in Rwanda have qualified through UoK's SPEP, representing slightly over a quarter of all CPAs in the country. In addition, the UoK hosts two academies, the IBM Academy and the CISCO Academy, which train IT professionals.

1.9 Core Values

The University integrates the following core values in all its facets: quality, integrity, firmness, honesty, relevance, ethics & professionalism, empathy, research & community development, passion for self- development, accountability, transparency, flexibility and innovativeness. These values permeate strategic and operational decisions and thinking at all levels and sustain a caring and nurturing environment that upholds our commitment to a sustainable planet.

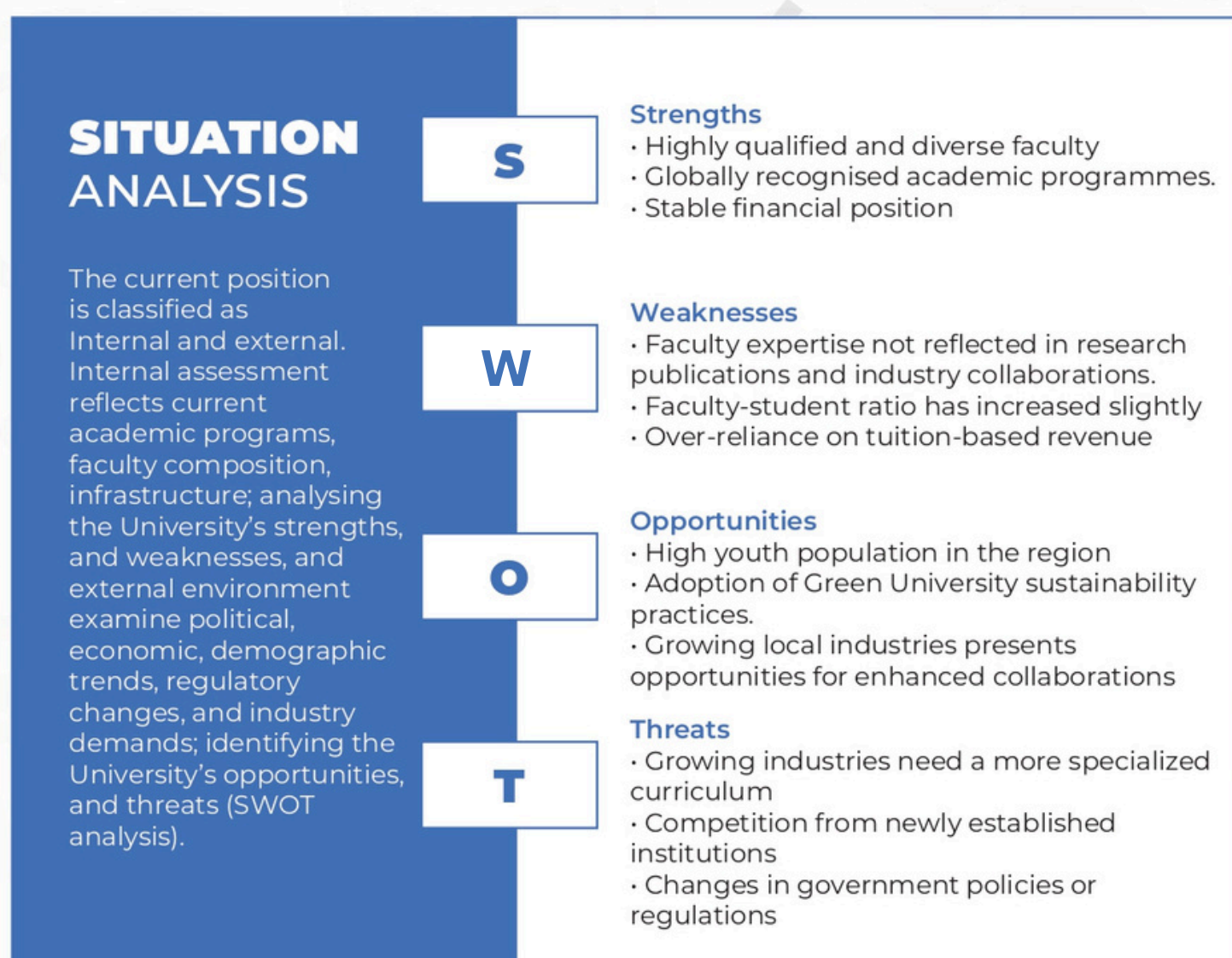


Figure 1.2 Situational Analysis



The global matrix and our place and role in it

We see our place and role in this complex world as that of establishing multiple knowledge creating partnerships and contributing to a sustainable planet earth through significant local and global action.

The Regional and local context and our place and role in it

We are acutely aware of Rwanda's developmental goals in which she wants to establish herself as a regional and continental financial hub and to become the engine for growth and development regionally and internationally. We see our place and role in the continent as blazing a leadership trail as a financial hub, a digital leader, and a knowledge broker. We especially see our role in preparing graduates for technology enhanced employment roles and more pertinently for creating jobs through entrepreneurship programmes. More importantly, we seek to establish ourselves as a Green University assuming curriculum leadership in greening our educational programmes, transforming research to focus more



A Green Research Initiative, positioning UoK as a regional leader in sustainable research, driving curriculum changes, and aligning with the UN SDGs and Rwanda's digitalization agenda.

intently on the green economy, and to assume responsibility for a planet which ensure sustainable growth and development both for us, and more importantly for future generations.

The strategic superstructure

The strategic superstructure of the UoK is sustained by a Green University Ambition, Academic and Research excellence upon which sits on six key strategic pillars.

The Green University Ambition

We seek to create a new UoK; a University that is locally leading and globally engaged in nurturing a sustainable planet. Recognizing our unique strengths in Business and IT Education, we aim to integrate emerging trends such as Fintech, AI, and Cybersecurity into sustainable education.

UoK aspires to lead the green economy transformation while operating an environmentally friendly campus that addresses both local and global challenges, fostering innovative solutions for a more secure and sustainable future.

Sustainable Infrastructure, Circular Economy, and Green Research

The construction of our new campus presents a unique opportunity to embed sustainability at the core of UoK's operations. This includes:

*Sustainable infrastructure designed with low-carbon materials, energy-efficient systems, and green-certified standards.

*A Circular Economy approach guided by the 7R framework (**Reuse, Reduce, Rethink, Repair, Refurbish, Remanufacture, Repurpose, and Recycle.**, emphasizing waste management, rainwater harvesting, renewable energy use, and recycling.

*Enhancing biodiversity through the preservation of green spaces, native vegetation, and sustainable landscaping that supports local ecosystems.



A hub for sustainable development

Through technology-driven sustainability, including IoT systems, AI-driven efficiency tools, and real-time monitoring, alongside stakeholder engagement and capacity-building programs, UoK will strengthen its position as a top business school leading in the green economy. These initiatives will enhance educational enrichment, promote industry partnerships, and establish UoK as a hub for sustainable development, ensuring long-term economic, social, and environmental impact.



UoK will strengthen its position as a top business school leading in the green economy

World Class Innovative Education

Which will involve gradual curriculum transformation, to secure sufficient integration between traditional education curricula and the imperatives of the green economy, environmental sustainability and innovation to reverse the negative impacts of bad social and economic decisions which have resulted in substantial degradation, global warming, among other developments which threaten the future viability of planet earth. A key plank of this pillar will be the need to develop paperless teaching and learning spaces

which will necessitates substantial digital transformation and investment across the university.

Research and Innovation Excellence

The University will create a dedicated research thrust to spearhead research and innovation

Inclusive Community Engagement

The University intends to transcend the traditional boundaries of community engagement, to embrace critical aspects of community driven innovativeness, the democratization of knowledge making, and the engagement of our communities in inclusive dissemination of knowledge.

Strategic Internationalisation and Partnerships

The University will spearhead transdisciplinary, decolonisation and knowledge diplomacy as central to its knowledge creation processes. It will seek to move beyond traditional internationalisation approaches and to redefine its international intentions within a multipolar world facing a multitude of poly-crises.

Financial Sustainability, Staff Excellence and Capacity Building.

The University will proactively develop a skilled and motivated local and international workforce to drive organisational excellence, enhance institutional competitiveness, and deliver meaningful, transformative outcomes.

A photograph of a group of students in a classroom or computer lab. They are seated at desks, looking at computer monitors. The students are diverse in age and appearance. A woman in the foreground is wearing a blue shirt and has her hand on her head. Another student next to her is wearing a leopard print top. The background shows more students and a whiteboard.

STRATEGIC PILLARS



Labour for the future



STRATEGIC PILLAR ONE

GREEN UNIVERSITY AMBITION

UoK Green Vision pioneering sustainable excellence for a greener future

The Green ambition is an all-embracing driver of this strategy, fuelling our desire to, not just be the first Green University in Rwanda, but to become a pole of radiance locally and internationally, leading the pathway towards a safer and more sustainable planet earth.



Our Green ambition will be held together by fundamental decisions:

1. Sustainable infrastructure

The construction of a new campus presented us with an opportunity to rethink the construction of a Green campus. Wherever it was possible, we considered materials with lower carbon imprints, including preference of steel frameworks over concrete, solar panel rooftops, large glass structures which permit more light into the building to reduce the use of electricity for room lighting; all new building projects would meet stringent green building standards and continuously retrofit existing buildings to enhance their sustainability.

2. Circular economy

This is an economic model which attempts to minimise or eliminate waste, energy loss and the creation of new value (usually through recycling) of materials which ordinarily would be thrown away as waste. The circular economy addresses issues of global warming and environmental challenges while generating economic benefits.

Key to our circular economy objectives will be: adopting a construction design to maximise rain water harnessing; waste management which separates recyclables from non-recyclables; harnessing building generated heat to power steam generators as a renewable energy source; harnessing solar energy from the roof tops to power internal lighting systems; installing a recycling plant for plastic water bottle recycling on campus; installing a plant to turn human waste into fertiliser which can be used as manure for our green plantations. In order to minimise waste and maximise resource utilisation, the 7 R framework for the circular economy will be deployed to maximum advantage. This includes decisions guided by principles of: Reuse, Reduce, Rethink, Repair, Refurbish, Remanufacture, Repurpose, and Recycle.

through the circular economy principle, we seek to address issues of global warming, environmental challenges, and to generate substantial economic benefits

3. Enhancing biodiversity

Ecosystems are nature's mechanism for safely storing carbon and other harmful products from other living organisms. The campus will have a state of the art, well maintained green fields and recreation islands with plenty of space for students to sit and relax while having conversations and outdoor intellectual exchanges. Emphasis will be laid on growing indigenous plants and trees which generally require less water and which support local biodiversity. Professional landscaping will be undertaken to create gravity propelled water flows into storage tanks for reuse and purification.

Biodiversity Focus

- Preservation of green spaces
- Planting of native vegetation
- Implementation of landscaping practices that support local ecosystems

Key Actions

- Development of a biodiversity action plan
- Engagement of students and community members in green initiatives Collaboration with environmental experts.

Required Resources

- Capital investments
- Technological tools
- Partnerships with local organizations

Expected Outcomes

- Increase in green environment within UoK
- Rise in stakeholder satisfaction
- Improved University ranking due to enhanced sustainability credentials

Supporting Initiatives

- Implementation of advanced technological systems
- Adoption of robust asset management practices
- Continuous capacity-building programs

Technology Investments

- IoT devices for real-time monitoring
- AI-driven systems for optimizing resource consumption
- Tools for measuring organizational effectiveness and efficiency

Stakeholder Engagement:

- Comprehensive training programs for staff
- Continuous engagement of stakeholders to ensure sustainability goals are met

4. Green Research Initiative

Purposed towards establishing the UoK as a leading regional university in the Green economy, the UoK Green ambition will be developed around an elaborate Green Research Initiative, which aims to contribute knowledge towards building a sustainable planet earth but which also finds expression in our curricula areas. As the university has a strong Business and IT curricula orientation, the UOK contribution will be largely through the development of a suite of short courses on green environmental and office practices, on paperless classroom pedagogies and assessment, green student recruitment, retention and management, and green management of the university's circular economy, amongst others. The Initiative will seek to drive curriculum revision in schools to include both standalone and integrated Green disciplinary and cross disciplinary curricula developments. The Initiative will seek to establish strong links and contribute significantly to the UN SDGs and the African Union's 2063 Agenda. Amongst the communities of scholarship operating in school, the green economy research concentration will be expected to lead both disciplinary and cross disciplinary research initiatives. These can be more closely coordinated through a university Green research committee.

Strategic Goal

To establish the University as a leading Institution with sustainable infrastructure by embedding environmentally responsible practices into every aspect of University operation.

Strategic Objectives	Strategic Activities/Initiatives
1. To ensure that all new construction projects meet green building standards, and continuously retrofit existing buildings to enhance their sustainability.	• Use of sustainable and environmentally friendly materials in new construction projects • Installing water harvesting systems. • Improve on the use of proper ventilation/windows and install skylights for better energy efficiency. • Install solar panels on all suitable rooftops and open spaces. • Upgrade lighting systems to energy-efficient LEDs. Investing in state-of-the-art HVAC systems.
2. To work towards achieving zero waste by implementing robust recycling programs, promoting waste reduction initiatives and encouraging the use of decomposable materials.	• Enhance the University's waste management system by including comprehensive recycling and composting initiatives, aiming to divert at least 75% of waste from landfills. • Implement smart systems for resource tracking and energy consumption monitoring. • Install water-efficient toilets and metering touchless faucets (e.g. taps). • Develop rain-water capture systems • Use Water-Smart Landscaping and Irrigation methods • Install recycling stations and bins in strategic places, with clear signage and instructions. • Reduction in single-use plastics and non-recyclable materials • Collaborate with local businesses on joint sustainability initiatives, such as waste reduction and energy efficiency • Implement a carpooling initiative, providing incentives such as preferred parking. • Engage Partners to support UoK
3. To enhance biodiversity by preserving green spaces, planting native vegetation, and implementing landscaping practices that supports local ecosystems.	• Sustainability workshops, green challenges, and the promotion of sustainable behaviors among students, staff, and faculty. • Develop programs in renewable energy, environmental management, and green technology • Develop a biodiversity action plan for campus green spaces in consultation with environmental experts. • Identify native plant species, drought resistant plants and develop a planting schedule for enhancing biodiversity • Establish guidelines for sustainable landscaping practices, including water-efficient irrigation methods • Engage students and community members in tree-planting and green space preservation events. • Host cultural events celebrating environmental stewardship. • Collaborate with community organizations and businesses to address shared environmental challenges.
4. To position UoK as a regional leader in Green Economy research	• Development of Green-Focused Academic Programs and Research Projects • Integration of Green Economy Research into Curriculum Development • Formation of a University Green Research Committee • Promotion of Industry-Focused Green Innovation and Knowledge Transfer
5. To embed sustainability principles across all academic programs, promoting interdisciplinary approaches to environmental challenges	• Develop and incorporate sustainability-focused modules into existing and new courses. • Establish interdisciplinary teaching teams. • Launch collaborative projects with industry partners to address real-world environmental issues.

STRATEGIC PILLAR TWO

WORLD-CLASS INNOVATIVE EDUCATION

At the heart of the UoK's vision is a commitment to shaping a new generation of global leaders through world-class education that fosters innovation, critical thinking, and lifelong learning. This pillar aims to position the University as a leader in cutting-edge quality educational practices, where students and faculty thrive in an environment designed to inspire creativity and drive societal progress.



UoK as a world class educational institution will emphasise world class staff, world class curricula and up to the minute pedagogies

Our approach

Our approach centers on continuously innovating and adapting our curriculum to not only meet global standards but also anticipate the emerging needs of industries worldwide. By integrating advanced technologies, promoting interdisciplinary programs, and embedding sustainability practices, we will prepare our students to address some of the world's most pressing challenges. UoK is not just responding to industry demands, we are actively shaping the future of education and global leadership.

Curriculum

To achieve these objectives, significant investments in curriculum development, technology infrastructure, and partnerships with industry leaders will be required. Developing new programs and the recruiting of globally renowned faculty will ensure that our educational offerings remain at the forefront of innovation. Through this approach, we are preparing students not merely for employment but to become innovators, change-makers, and leaders in their fields.



World-Class Innovative Education at the UoK is defined as a dynamic, technology-infused curriculum that emphasizes sustainability, promotes critical thinking

Students enrolment

We anticipate increased student enrollment driven by modernised infrastructure, globally relevant programs that enhance graduate employability. Our blended learning and online models will provide the flexibility necessary for working professionals, improving both satisfaction and engagement. We envision the University becoming a center for innovation, with students and faculty launching impactful projects and startups that will elevate our reputation regionally and internationally.

Innovation

Curriculum innovation is at the core of our strategy, integrating the latest industry trends, emerging technologies, and sustainability-focused modules. Interdisciplinary programs will challenge students to think critically

across multiple fields, while blended and online education models will make world-class learning accessible to a broader audience. These enhancements will attract a diverse student body and promote an environment where academic excellence thrives.

We are also committed to nurturing a culture of creativity and problem-solving across the institution. Establishing innovation hubs, launching University-wide innovation challenges, and providing continuous professional development for faculty will promote an environment where students and staff alike can explore new ideas, collaborate across disciplines, and push the boundaries of traditional learning. We realize that these skills are necessary to thrive in a STEM-driven economy. STEM fields are no longer specialized niches but rather foundational pillars of economic growth, societal progress, and global competitiveness.

UoK as a world class educational institution

Global Outreach

- Strengthen standing on the world stage through strategic partnerships.
- Expand access to international academic networks for students and faculty.
- Offer unparalleled opportunities for global collaboration and diverse learning experiences.
- Host international workshops, seminars, and conferences to enhance reputation and enrich education.



Technology-Driven Education

- Integrate AI-driven tools and personalised learning platforms to transform the student experience.
- Deliver tailored learning paths to optimise student outcomes.
- Train faculty in the latest educational methodologies to maintain academic excellence and research leadership.
- Enhance the quality of design, delivery, and teaching of industry-relevant programs through the integration of advanced technologies

Stakeholder Engagement:

- Comprehensive training programs for staff
- Continuous engagement of stakeholders to ensure sustainability goals are met

Sustainability in Academics

- Embed sustainability across academic programs to address real-world environmental challenges.
- Launch collaborative projects with industry partners to equip students with problem-solving skills.
- Position UoK as a leader in sustainability education and green innovation.

Required Resources

- Investment in technology infrastructure, AI tools, and curriculum development.
- Professional development programs for faculty.
- Partnerships with industry leaders and recruitment of world-class faculty.
- Continuous technological upgrades and international grants to support long-term goals

Strategic Goal: To position University of Kigali as a leading institution that provides cutting-edge, world-class quality education.	
Strategic Objectives	Strategic Activities/Initiatives
1. To continuously innovate and adapt the curriculum to meet global standards and address emerging industry needs.	• Develop a responsive curriculum integrating the latest industry trends and technologies. • Implement blended learning and online education models. • Introduce interdisciplinary programs.
2. To promote a culture of creativity, problem-solving, and innovation across the University.	• Establish innovation hubs. • Launch a University-wide innovation challenge. • Create professional development programs for innovative teaching and learning.
3. To provide students and faculty with access to world-class educational resources and global academic networks.	• Develop strategic partnerships with leading universities and platforms. • Integrate international case studies and collaborations. • Host international academic workshops, seminars, and conferences.
4. To integrate advanced technology to enhance teaching, learning, and research at the University	• Develop a comprehensive digital strategy. Implement AI-driven tools and platforms. • Train faculty in the use of emerging educational technologies.
5. Integrate STEM into our academic programmes	• Design interdisciplinary programs that relate to STEM fields • Incorporate active learning pedagogies, such as project-based learning, problem-based learning, inquiry-based learning, and flipped classrooms Integrate computational thinking and data analysis skills across all disciplines, recognizing their increasing importance. • Design curricula that are flexible and adaptable to evolving technologies and industry demands.
6. Develop new academic programmes that respond to community demands.	• Develop at least 35 new interdisciplinary programmes in high-demand fields of Education, Information Technology, and Health Sciences. • Launch new face-to-face, online, or hybrid short courses at the undergraduate and graduate levels to expand access to higher education for non-traditional learners. • Conducting market research to identify program demand and competition.

STRATEGIC PILLAR THREE

RESEARCH AND INNOVATION EXCELLENCE

UoK aspires to become a leading research-intensive University that drives impactful discoveries, fosters technological advancements, and generates solutions to pressing societal challenges. By positioning research and innovation at the core of its academic mission, UoK aims to create a dynamic ecosystem that empowers faculty, students, and industry partners to pioneer transformative solutions that contribute to national and global development.



Through the strategic pursuit of Research and Innovation Excellence, the University will solidify its reputation as a leader in knowledge creation and technology-driven impact. By promoting a thriving innovation ecosystem, UoK will not only advance Rwanda's knowledge economy but also contribute significantly to Africa's and the global community's scientific and technological progress.



UoK will become the most research active university in Rwanda

sustain research activities.

- Develop policies that promote open science, research integrity, and intellectual property rights protection.

Development of Innovation Centers

To promote a culture of innovation and entrepreneurship, UoK will establish multiple Innovation Centers, each dedicated to addressing key sectors aligned with Rwanda's economic priorities and global challenges. These centers will serve as hubs for applied research, technology transfer, and commercialization. The key Innovation Centers will include:

- A hub for AI, machine learning, big data analytics, and IoT applications, providing AI-driven solutions for businesses and government.
- Focused on renewable energy, climate change adaptation, and smart agriculture solutions to drive Rwanda's sustainability agenda.

- Driving research on financial technologies, blockchain, digital payment solutions, and e-commerce innovations.
- Investigating governance, public policy, and social equity to influence policy formulation and sustainable development initiatives.
- Enhancing research in Logistics and Supply Chain Management (Digitally oriented (based on AI, IoTs, in search of solutions for real world problems)).

Strengthening Research and Innovation Capacity

To achieve excellence in research and innovation, UoK will prioritize the following strategic actions:

- Establish world-class research facilities equipped with cutting-edge technology to support interdisciplinary research.
- Recruit and support high-caliber faculty and researchers while fostering a collaborative environment for knowledge generation.
- Secure local and international research grants, forge strategic partnerships with industries, and create endowment funds to

Research Commercialization and Industry Collaboration

- UoK will establish a Technology Transfer and Commercialization Office (TTCO) to bridge the gap between research outcomes and industry applications. This will involve:
- Facilitating patenting and licensing of innovative research outputs.
- Creating startup incubation programs for faculty and student-led ventures.



- Strengthening partnerships with government, private sector, and international institutions to co-develop market-ready solutions.
- Hosting annual research and innovation expos to showcase ground-breaking research to investors and stakeholders.

Measuring Impact and Continuous Improvement

To ensure sustained research excellence, UoK will implement a robust Research Performance Monitoring Framework that includes:



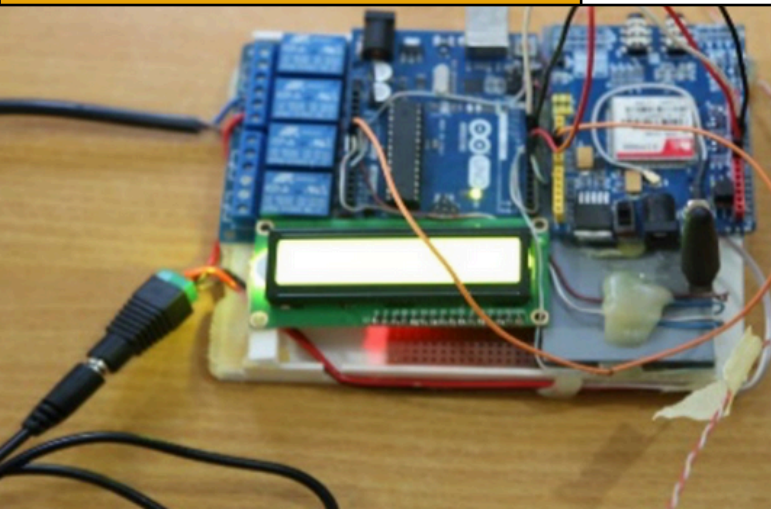
- To ensure sustained research excellence, UoK will implement a robust Research Performance Monitoring Framework that includes:
- Tracking research output (publications, patents, citations, and policy impact).

- Evaluating the commercialization success of research-driven innovations.
- Monitoring student and faculty engagement in innovation and entrepreneurship activities.
- Conducting periodic reviews to align research priorities with emerging global trends.

UoK to become the most research active University in Rwanda.

Strategic Goal
 To establish University of Kigali as a leading institution in green research, innovation and environmental stewardship, through cutting-edge research.

Strategic Objectives	Strategic Activities/Initiatives
1. Strengthening Research and Innovation Capacity	• Develop and equip world-class research facilities and interdisciplinary labs. • Recruit, develop, and retain top-tier faculty and researchers. • Secure national and international research funding and industry collaborations. • Establish a research governance framework to promote research ethics, open science, and IP rights.
2. Development of Innovation Centers	Launch specialized innovation centers aligned with Rwanda's development priorities: • The Center for Artificial Intelligence and Data Science • The Green Technologies and Sustainability Innovation Hub • The Fintech and Digital Economy Innovation hub • The Social Innovation and Governance Research Hub • The Center for Applied Logistics and Supply Chain Management Foster industry partnerships and government collaborations within each center.
3. Research Commercialization and Industry Collaboration	• Establish a Technology Transfer and Commercialization Office (TTCO) to support research translation into market-ready solutions. • Develop a university-wide intellectual property and patenting framework. • Launch startup incubation programs to support faculty and student-led businesses. • Organize annual Research and Innovation Expos to showcase discoveries and attract investors.
4. Measuring Research and Innovation Impact	• Establish a Research Performance Monitoring Framework to track research outputs, patents, citations, and policy influence. • Implement periodic evaluations of innovation centers' contributions to industry and society. • Monitor faculty and student engagement in research, entrepreneurship, and knowledge transfer. • Align research focus areas with emerging global trends in science, technology, and innovation.



STRATEGIC PILLAR FOUR

INCLUSIVE COMMUNITY ENGAGEMENT

UoK redefining the university as an engaged and accessible institution

The University intends to transcend the traditional boundaries of community engagement, to embrace critical aspects of community driven innovativeness, the democratization of knowledge making, and the engagement of our communities in inclusive dissemination of knowledge.



Inclusive Community Engagement, which aims to deepen the University's commitment to social responsibility, community development, and knowledge sharing. This strategic pillar positions the University as a bridge between academic excellence and practical, community-driven solutions, fostering partnerships that address societal challenges while aligning with Rwanda's Vision 2050 and the United Nations Sustainable Development Goals (SDGs).



our inclusivity supports the prioritisation of vulnerable communities and especially women as partners in science

A key component of this pillar is the promotion of collaborative, interdisciplinary projects between University faculties, community leaders, NGOs, government agencies, and private sector partners. The University will encourage faculty and students to engage in community-focused research and service learning, integrating their academic pursuits with real-world problem-solving. This approach will not only contribute to improving local livelihoods but also ensure that students graduate with the skills and experiences necessary to make a tangible impact in their communities.

Required Investments and Resources and Expected Outcomes

To support its strategic pillar of community engagement, UoK will require significant investments in both financial and human resources.

Dedicated funding will be essential for community engagement projects, social justice, and equity programs that expand educational

access for marginalized groups. A team of community engagement specialists, liaison officers, and trainers will be pivotal in developing and implementing initiatives that meet the diverse needs of local communities.

Additionally, the University will seek faculty development grants to train staff in community-based research and outreach, encouraging broader participation in these projects. Partnerships with local organizations, NGOs, schools, and government agencies will be vital for building impactful collaborations that advance sustainability and social equity.

Marketing efforts, conference organizing, and logistics support will also require funding to ensure visibility and attract participation in UoK's community-focused programs. Furthermore, the establishment of innovation hubs and seed funding will promote green entrepreneurship and sustainable solutions to local challenges.

The Inclusive Community Engagement initiative emphasizes creating meaningful Connections with local, national, and international communities, ensuring that the University becomes a catalyst for positive social change. The University of Kigali will work closely with underserved and marginalized communities, including youth, women, and rural populations, to develop sustainable programs that promote education, economic empowerment, and social equity. By establishing itself as a hub for community-centered research, training, and outreach, the University will actively address pressing issues such as poverty alleviation, access to quality education, gender equality, and social justice



With adequate funding, the UoK will see an increased number of active partnerships with local and international organizations. These collaborations will help diversify the University's revenue base while amplifying community impact and engagement. Greater awareness and knowledge exchange between the University and its partners will be fostered, improving the reach and effectiveness of UoK's community-focused programs.

The involvement of community engagement specialists will improve collaboration between the University and its stakeholders, leading to enhanced participation from the target groups in UoK's initiatives. This will also help build trust and stronger relationships between



SDGs will be used as achievement signposts in our community engagement

the University and the communities it serves, fostering long-term impact and engagement in community development. Faculty development will lead to an increased number of student participation in community-focused projects, as well as more reviewed academic programs that incorporate community engagement into their curricula. The involvement of faculty in community service and SDG-related activities will strengthen the University's relationship with local organizations and promote inclusive learning.

The implementation of equity programs will lead to increased access to education for marginalized groups, helping them overcome barriers to participation in higher education. This will not only enhance the diversity of UoK's student body but also create a more inclusive academic environment that fosters greater community engagement and social equity.

The establishment of innovation hubs will foster a stronger culture of innovation and entrepreneurship within the University and surrounding communities. This will result in an increased number of green start-ups, contributing to the commercialization of green research outputs and enhancing UoK's reputation as a leader in sustainable development.



Strategic Goal: To promote an inclusive community engagement culture that strengthens partnerships, encourages social equity, and enhances the socio-economic development

Strategic Objectives	Strategic Activities/Initiatives
1. To promote inclusive participation in community initiatives	• Create a community engagement framework • Establish a community engagement office • Establish initiatives targeting marginalized communities
2. To strengthen partnerships with local and global Communities	• Develop and maintain strong partnerships with community organizations, NGOs, government agencies, and international bodies • Develop a Community partnership program Organize annual inclusive community engagement forums.
3. To enhance the University's role in social justice and equity	• Promote inclusivity, and empower marginalized groups • Establish programs aimed at reducing social inequalities. • Organise advocacy workshops, and public awareness campaigns.
4. To integrate community engagement into academic programs	• Partner with local organizations and community leaders to identify relevant topics and community needs. • Embed community engagement in the curriculum across all disciplines. • Develop new community-based courses that address local and regional challenges.
5. To promote Sustainable Development Goals (SDGs) through Community Initiatives	• Align community engagement activities with the United Nations Sustainable Development Goals (SDGs) • Organize SDG awareness workshops, seminars, and webinars. • Develop educational materials and online content to promote SDG • Collaborate with stakeholders to increase public awareness of the SDGs • Develop and implement community-based projects aligned with specific SDGs • Establish student-led SDG initiative groups to drive local projects and collaborations.

STRATEGIC PILLAR FIVE

STRATEGIC INTERNATIONALISATION AND PARTNERSHIPS

University of Kigali is increasingly recognized as a leading institution of choice, both locally and internationally. To capitalize on this reputation, we must proactively attract students from around the world to join our undergraduate, and postgraduate studies. A compelling international marketing strategy will help position the University as the preferred destination for international students.



“..recruiting international staff and developing a curriculum that integrates global environmental challenges and sustainability principles.”

Streamlining international student services and support will enhance the experience of those coming from abroad, while the potential establishment of an offshore campus in regions with strong recruitment potential will expand our global footprint. To execute this, we require a consultant marketing specialist and strategic collaborations with embassies. Through these initiatives, we expect to see an annual increase in international student enrolment, enhanced student satisfaction, and increased visibility of the UoK brand internationally.

Expanding our postgraduate teaching and research capabilities is a core focus, and this will be driven by attracting smart, talented students from around the world. The University's ability to offer scholarships and research support; potentially funded by industry or government grants, will be crucial in achieving this. Scholarships in strategic areas of interest, such as sustainability, technology,



and innovation, will further strengthen our ability to attract top-tier international students.

This initiative will also be supported by recruiting international staff and developing a curriculum that integrates global environmental challenges and sustainability principles. As a result, we aim to attract internationally renowned scholars, boost our research outputs, and promote academic excellence. Resources for this objective will include a recruitment consultant and a curriculum development specialist.

Our academic, administrative, and technical staff will continue to play a key role in building the University international

reputation by engaging in global collaborations. This includes participating in conferences, joint research projects, peer reviews, and workshops, as well as supervising international students.

These activities not only enhance the University's global standing but also improve the quality of learning, cascading valuable international insights into our classrooms. To strengthen this, we will focus on developing a robust framework for global partnerships that align with our goals in research and innovation, particularly in sustainability, climate action, and eco-friendly solutions. The enhancement of our International student Office, staffed with visa advisors, country representatives, and local liaison officers, will facilitate these efforts. In turn, we expect to see an increase in joint research projects, student and staff exchanges, and modernised curricula with global relevance.



*working alongside EU
universities to tap into EU
Funding*

The Erasmus programme provides substantial financial support for our students and staff participating in Mobility abroad. The mobility programmes provide our students with international exposure, enhancing employability skills, experiencing diverse studying methods, and building international networks.

To further our internationalization efforts, the University will create an International Centre for Business, Innovation, and IT Solutions. This hub will focus on developing sustainable technologies, green business practices, and environmentally conscious innovations in collaboration with prominent global partners. The Centre will host an annual business solutions conference and a seminar series aimed at local and international business executives, providing a platform for knowledge

exchange and collaboration. High-level appointments, particularly at the Director level, will be essential to lead this initiative, with the expectation of generating patents, business solutions, and short courses aimed at fostering entrepreneurship and innovation.

Building strong partnerships with leading academic and non-academic institutions worldwide is a key strategic objective. We will develop a comprehensive partnership framework that enhances the University's leadership on the global stage, while refocusing these partnerships to prioritize sustainability, climate action, and innovation. These collaborations will provide opportunities for joint ventures, student and staff exchanges, and shared research projects, all of which will enhance the University's academic and research excellence.

UoK will position itself as a champion for progressing emerging discourses of the Global South. While the traditional internationalisation strategies offer a generic template for enhancing our internationalisation capital, we are fully cognisant that these have been developed primarily to serve the

interests of our western counterparts more than they comprehensively address the needs of global south University sectors.. Strongly emerging discourses of the global south include Ubuntu, Decolonisation and transdisciplinarity. Our research at UoK clearly shows that the paradigmatic assumptions behind these discourses align more closely with the developmental needs of universities and nations in the global south in as much as they offer critical nodes for disrupting an increasingly strengthening global north grip over global south economies and their educational sectors.

“Staying close
to
emerging
themes in the
international
context.”

Strategic Goal:

To establish impactful global connections and partnerships that address the environmental challenges through sustainable practices

Strategic Objectives	Strategic Activities/Initiatives
1. To position the University as the preferred institution of study by international students.	• Develop a compelling marketing strategy for Internationalisation • Streamline International student services and support. • Strengthen global recruitment efforts by expanding partnerships with international education agencies and participating in global higher education fairs. • Establish an offshore campus in a country with the greatest recruitment potential
2. To internationalise the educational curricula	• Integrate sustainability principles and global environmental challenges in the academic programmes. • To attract and retain qualified international staff in various capacities. • Champion education that promotes sustainable development and environmental responsibility. • Internationalise curricula review periodically.
3. Create an international Centre for Business and innovation and IT solutions.	• Develop an international hub for business and IT solutions in conjunction with prominent international partners. • Prioritizes sustainable technologies, green business practices, and environmentally conscious innovations • An annual business solution conference, seminar series for local and international business executives.
4. To develop strategic partnerships with leading academic and non-academic Institution globally.	• Develop a strong local and international partnership framework to guide our engagement and leadership on the global stage. • Refocus partnerships to include strong research and innovation ambitions. • Focus on collaborative efforts that advance sustainability, climate action, and eco-friendly solutions.

STRATEGIC PILLAR SIX

FINANCIAL SUSTAINABILITY, STAFF EXCELLENCE & CAPACITY BUILDING

Developing a skilled, motivated, and diverse workforce, both local and international, to drive organisational excellence, enhance institutional competitiveness, and deliver meaningful, transformative outcomes.



The development and availability of human capacity to lead and implement strategies is a crucial element for the success of any organisation, particularly those in transition. A highly skilled workforce is essential for maintaining academic quality, promoting innovation, and ensuring institutional resilience in a rapidly evolving educational landscape.

Capacity building is the process by which individuals, groups, organisations, institutions, and societies develop their abilities—individually and collectively—to set and achieve objectives, perform functions, solve problems, and create the conditions necessary to sustain these processes. In higher education, strategic investment in faculty and staff development is fundamental to producing cutting-edge research, delivering high-quality education, and strengthening leadership at all levels.

Growing internal talent organically is one of the most productive and generative approaches. Such talent often demonstrates organisational allegiance, providing long-term stability,



Transformation cannot take place without the requisite human capacity levels.

institutional memory, and the ability to mentor the next generation of professionals. Locally cultivated expertise has a deeper contextual understanding and a stronger personal connection to the university's mission, making organisational changes more effective, acceptable, and sustainable.

However, investing in staff excellence requires sustainable financial strategies. To sustain long-term investment in staff development, financial sustainability measures must be integrated into human capacity initiatives. This includes:

- Securing external research and capacity-building grants to support faculty development and institutional projects.
- Optimising resource utilisation by ensuring efficient staff deployment, minimising administrative redundancies, and

- leveraging technology for professional development.
- Reducing reliance on part-time faculty by increasing the number of full-time lecturers through structured PhD progression pathways and strategic faculty retention policies.
- Enhancing revenue generation through executive education, professional training, and consultancy services that leverage the university's expertise to meet industry and societal needs.
- Developing leadership pipelines to ensure that faculty and administrative staff are equipped with the necessary skills to drive the university's strategic vision and ensure seamless institutional succession.

Integrating these approaches, the university will strengthen its human capital and ensure long-term financial sustainability, positioning itself as a premier institution that attracts, develops, and retains top-tier academic and administrative talent

Minimum Human Capacity Development Expectations per School:

1. Leadership Level

At least one doctoral-trained staff member focusing on sustainable development or climate change.

2. Implementation Level

Two locally developed experts in curriculum development for sustainable development and climate change mitigation through short courses.

3. Ongoing Professional Development Level

Monthly Continuous Professional Development (CPD) seminars for staff across both campuses.

Human Capacity Development Framework

Capacity will be built across five intersecting and complementary dimensions:

1. Structures to Support Capacity Development:

Schools and the institution must establish units such as resource allocation and management, programme management, marketing and material development, and evaluation.

2. Competencies:

Key skills such as curriculum development, sustainable teaching methodologies, and pedagogical integration will be emphasised.

3. Management:

Strengthening institutional capacity to implement programmes, monitor progress, and adapt interventions to enhance productivity and efficiency.

4. Knowledge and Learning:

Led by disciplinary and pedagogical experts, ensuring alignment with contemporary trends in education and global sustainability needs.

5. Leadership Skills:

❖ Leadership training to create vision, promote collaborative leadership, and drive strategic goals.

Required Resources & Expected Outcomes

Required Resources

To achieve the strategic objectives of Staff Excellence & Capacity Building, significant investments and resource allocations will be required in the following key areas:

1. Human Capital Development Investment (under UoK Staff Capacity Building Programme (UoK-SCBP))

a) For Academic Staff (Faculty Development)

Faculty Development Fund

Establish a dedicated fund to support faculty pursuing PhD programmes through scholarships, research grants, and paid study leave.

Professional Development Training:

Allocate resources for Continuous Professional Development (CPD) programmes, including faculty exchanges, leadership training, curriculum development workshops, and digital teaching methodologies.

Recruitment and Retention Strategies:

Offer competitive salary packages, performance-based incentives, and career progression pathways to attract and retain high-quality full-time faculty.

b) For Administrative Staff (Workforce Capacity Building)

Administrative Professional Development Fund:

Establish a fund to support upskilling and leadership development for administrative personnel through local and international training, certification programmes, and mentorship initiatives.

Operational Excellence Training:

Invest in customer service, project management, financial administration, digital literacy, and institutional governance training for non-teaching staff.

Staff Retention and Growth Opportunities:

❖ Implement structured career progression pathways for administrative staff, ensuring clear promotion criteria, leadership pipelines, and cross-functional mobility.



2. Digital and Learning Infrastructure

- E-Learning Platforms: Upgrade digital teaching and learning platforms to enhance online and blended learning experiences.
- Library and Research Resources: Investment in digital and physical libraries, open-access research tools, and journal subscriptions.
- Technology-Enhanced Learning Tools: Equip faculty and students with the latest technology, including AI-powered learning management systems, virtual reality tools, and simulation-based teaching methods.

3. Institutional Support and Administrative Capacity Building

- Upskilling Administrative Personnel: Train non-teaching staff in modern administrative practices, financial management, data analytics, and institutional governance.
- Leadership Development Programmes: Provide structured training for middle and senior-level academic leaders to enhance strategic decision-making and institutional management.
- Workforce Planning and Talent Management: Develop a succession planning framework to ensure institutional continuity and leadership growth.

4. Diversity, Equity, and Inclusion (DEI) Initiatives

- Targeted Faculty Recruitment: Implement affirmative hiring practices to attract women and underrepresented groups in academia.
- Inclusive Career Advancement Programmes: Develop mentorship and professional development pathways for early-career faculty and staff.
- Accessibility and Inclusivity in Education: Enhance support systems for faculty and students with disabilities, including digital accessibility tools and inclusive learning environments.

Expected Outcomes

The implementation of these investments will yield significant institutional and strategic benefits:

1. Increased Number of Full-Time Faculty with PhDs

A structured faculty development framework will support doctoral studies, leading to a well-qualified teaching workforce with expertise in emerging research areas.

2. Reduction in Reliance on Part-Time Lecturers

By incentivising internal talent development and full-time recruitment, the university will achieve greater stability, quality control, and curriculum consistency.

3. Improved Staff Satisfaction and Retention through Career Growth Opportunities

A dedicated research and grant acquisition unit/department under Institutional Development Research & Innovation (IDRI) will improve success rates in obtaining funding for research, innovation, and institutional development.

4. Enhanced Institutional Capacity for Securing Grants and External Funding

Faculty and administrative staff will benefit from structured career advancement pathways, mentorship programmes, and competitive remuneration.

5. Greater Institutional Efficiency through Upskilled Administrative Personnel

Well-trained administrative staff will drive operational excellence, ensuring effective resource allocation, streamlined processes, and high service delivery standards.

6. Enhanced Financial Sustainability through Revenue-Generating Training Programmes and Consultancy Services

Expansion into executive education, industry training, and consultancy services will create additional revenue streams to support the university's long-term sustainability.

7. Strengthened Diversity, Equity, and Inclusion in Faculty and Staff Development

The university will enhance its reputation as an inclusive and diverse institution, promoting a workplace culture that values equal opportunity and representation.

8. Positioning the Institution as a Leader in Staff Excellence, Capacity Building, and Financial Sustainability

Through strategic investments in faculty development, research innovation, and sustainable funding, the university will be globally recognised for academic excellence and institutional resilience.



Financial Sustainability:

Our success, along with solid financial performance, allows us to continue investing in initiatives that align with our strategic goals and objectives.

This provides the financial requirements and expected returns of the implementation of UoK Strategic Plan 2025–2029. The financial and ROI analysis of the University's Strategic Plan is designed to ensure long-term sustainability and growth. Over the next five years, the university will invest 15 billion across six key pillars, with expected return of 15.8 billion.

Financial stability is crucial for the UoK's long-term success, enabling it to sustain operations, drive growth, and maintain its competitive edge in the education sector. Strengthening financial resources is a key focus of our 5-year strategy, ensuring that we continue to invest in initiatives that enhance excellence in academic, research and community engagement. Some of the key benefits for UoK include:

Enhancing Student Experience and Increasing Enrolment

Adequate financial resources will enable the University to invest in co-curricular activities, such as **sports**,



cultural events, and student clubs.

These initiatives not only enrich the student experience but also serve as an attraction for prospective students, strengthening UoK's position as a top-choice institution.

Attracting and Retaining Talented Faculty

High-quality faculty members are fundamental to academic excellence. Competitive financial resources allow UoK to attract, develop, and retain top-tier educators and researchers by offering competitive salaries, research grants, and professional development opportunities.

Maintaining and Upgrading Infrastructure

Modern learning environments require

ongoing investment in infrastructure, facilities, and equipment. A strong financial foundation ensures that UoK can maintain and enhance its campus, incorporating cutting-edge technology and sustainable facilities that align with our strategic vision.

Advancing Research and Innovation

Research is at the core of UoK's contribution to knowledge and societal development. Sustainable financial resources provide funding for groundbreaking research projects, partnerships, and innovation hubs that position UoK as a leader in addressing regional and global challenges.

Expanding Financial Aid and Accessibility

Many students rely on financial aid to pursue higher education. Strengthening our financial position allows UoK to expand scholarships, grants, and loan programs, ensuring that higher education remains accessible to talented students regardless of their financial background.



Key Focus Areas:

- Sustainability Initiatives under GUA will create an eco-friendly, cost-efficient campus.
- World-Class Innovative Education will enhance student outcomes and program quality.
- Research & Innovation will drive technological advancements, startups and attract grants.
- Internationalisation & Partnerships will expand global collaborations; boosting education excellence, research, mobility and resource mobilization.
- Community engagement & capacity building will strengthen local impact and faculty development.
- Operational excellence & digital transformation will improve efficiency through ERP implementation.

d) Industry & Alumni Engagement

- Endowments & Scholarships–strengthen alumni networks for contributions.

Sponsorships & Naming Rights–Partner with corporations for research and campus projects.

e) Research Commercialization & Innovation Hubs

- Patents & Spin-offs–Monetize research output.
- Start-up Incubators–Support green businesses, fintech start-ups and other tech related projects; attracting industry funding.

Funding Strategy & Cost Allocation for University Strategic Plan

1. Funding Sources & Strategies

To finance the strategic plan, the University can leverage multiple funding sources:

a) Institutional Funding

- International Grants– Apply for education, sustainability, and research grants.

b) Development Funds

- Seek funding for sustainability and innovation programs.
- Erasmus+ & other academic grants– Enhance support for international collaborations and mobility programs.

c) Tuition & Program Expansion

- Increase Enrolment–Develop online and executive education programs as well as expanding our program offerings, to attract more students.
- Corporate Training Partnerships–offer professional certifications, executive programmes and short courses.

“Strengthening our financial position allows UoK to expand scholarships, grants, and loan programs”

2. Financial Requirements for Implementing the Strategic Plan

Cost Allocation Per Strategic objective

Key Result Area	Key Responsibility	Financial Resource requirements estimates for the Five years (Rwf Millions)
Green University Ambition	Green campus, Research and other sustainability Initiatives	12,600
Academic Affairs	Curriculum development and expansion, faculty recruitment & training	841
Research & Innovation Excellence	Research funding and faculty recruitment, Innovation lab, grants, start-ups and seed funding & International Research Conferences	580
Inclusive Community Engagement	Social programs & outreach	40
Internationalization & Partnerships	Mobility programs, International student recruitment projects and outreach	225
Staff Excellence & Capacity Building	Staff training & other capacity building Initiatives	559
Operational excellence & digital transformation	ERP system implementation & monitoring, risk management	279
Total		15,120

Proposed Revenue sources

Revenue Source	Expected Return (Rwf Million)	Notes / Rationale
Increase in student Enrollment and roll out new programmes	14,000	Enhanced campus facilities, innovative green academic programs, blended learning and global branding are expected to boost domestic and international enrollment, driving up tuition revenue.
Research Grants & collaboration Funding	1058.554	Expanded research capacity in green technologies and sustainability will attract national and international grants from organizations, active alumni engagement, conferences and seminars.
Sustainability – short courses	235.983	Establishing a dedicated sustainability consultancy and short course.
Cost Savings	235.983	Energy savings from solar power, LED lighting, and efficient water management as well as potential revenue from circular economy.Improved efficiency through Implementation of ERP (Save on labours costs and related operational costs).
Community & Cultural Engagement Initiatives-funding raising-	101.136	UoK Foundation, Fundraising, Alumni contributions.
Technology & Innovation Commercialization	134.848	Licensing AI-driven sustainability solutions, IoT-based resource monitoring systems, and other technological innovations will generate revenue through commercialization.
Total Expected Return	15,767	



Resource Management

The University is committed to prudent financial stewardship, ensuring that expenditures remain within approved budgets while optimizing resource utilization. Strengthening cost control measures and eliminating inefficiencies will be central to achieving long-term financial sustainability. To enhance resource management, the University will:

- Establish, implement, and monitor budget processes, address variances, and report progress to the Board.
- Identify and rectify weaknesses in budgeting and financial oversight to enhance fiscal discipline.
- Align procurement with budgetary provisions, streamline business processes, and ensure cost-effective operations through the use of the ERP system.
- Develop high-revenue programs, explore new income-generating initiatives, and implement alternative funding models.



Strengthening cost control measures and eliminating inefficiencies

- Monitor economic conditions, assess financial sustainability, and ensure optimal allocation of resources.
- Regularly update financial projections to support data-driven decision-making.
- Maintain financial risk management frameworks, uphold ethical investment policies, and optimize financial returns.
- Manage costs through strategic procurement and maximize the use of ERP systems for financial planning and operations.
- Uphold strong internal controls, establish rigorous audit frameworks, and maintain a balanced approach to recurrent and capital expenditure.

The University's financial sustainability will be driven by a diversified funding strategy, including program expansion, strategic partnerships, grants, research commercialization, industry collaborations, and alumni engagement. By implementing these measures, the University will not only secure financial stability but also reinforce its position as a leader in business, technology, and sustainability education.

“Update financial projections to support data-driven decision-making.”

Strategic Goal:

To build a core of appropriately trained academic and administrative staff across all schools and operational units, providing strategic leadership, implementation capacity, and financial acumen to drive the institution's long-term sustainability, operational efficiency, and overall development.

Strategic Objective	Strategic Activities/Initiatives
Strengthen Human Capacity Development Across Schools	• Establish resource development and allocation functions in each school. • Form curriculum development, implementation, and evaluation teams. Identify and develop essential skill sets for degree programs that support sustainable living and education. • Train staff in curriculum development, planning, implementation, and evaluation.
Enhance Knowledge, Learning, and Leadership Development	• Identify and promote key knowledge areas essential for sustainable education. • Develop and deliver courses on leadership theories, collaborative leadership, and leadership effectiveness. Train staff in leadership skills, including planning, implementation, monitoring, and evaluation. Teach and promote digital learning skills aligned with sustainable, high-quality education principles.
Improve Financial Sustainability and Resource Mobilisation	• Provide grants application training for faculty and administrative staff. • Introduce financial management training for academic and non-academic staff. • Increase internally generated revenue through training programs, consultancies, and executive education.
Promote Diversity, Equity, and Inclusion (DEI) in Staffing	• Ensure gender balance and representation of diverse backgrounds in faculty and administrative recruitment. • Strengthen inclusive hiring policies and career advancement pathways for underrepresented groups. • Establish mentorship and leadership development programs for women and early-career faculty.
Reduce Reliance on Part-Time Faculty and Strengthen Full-Time Staffing	• Develop an institutional framework to incentivize full-time employment and professional development. • Encourage faculty progression toward PhD qualifications through structured support and partnerships.
Enhance Professional Development for Administrative Staff	• Implement structured professional development programs for administrative/non-teaching staff. • Focus on customer service, data management, financial planning, and institutional governance training.

CHAPTER THREE

STRATEGY IMPLEMENTATION

UNIVERSITY of KENYA



We define strategy implementation as the process of bringing the strategic plan to life, delivering on the goals and ultimately the ambition that lays behind the intentions. A seven- stage framework has been adopted as a plan for implementing the strategy.



The best plans often fail because of poor implementation planning and execution.

1. Communicating the goals of the strategy to the organisation

A strategy rarely succeeds until organisational members assume ownership of it. This can be achieved through creating multiple opportunities to communicate the strategy to different constituents of the organisation. From senior managers to the campus cleaners, everyone must be made to feel a sense of ownership of the strategy. Once the strategy has been approved accordingly, the first month or so should be set aside to spread word around, answer questions and prepare people for the new journey

2.Preparing an elite team of vision keepers

The University Director of Strategy will head an elite team of senior managers, including the Director of Quality and the DVCs as the vision keepers of the University. Reporting periodically to the Promoters and the relevant university committees including the University Senate, the vision keepers will track the progress against the objectives, allocate resources, enhance human capacity and help adjust along the way. This will include addressing the specifics of who is responsible for each strategic activity, where and when it will take place, and how the objectives will be met. Managing the key pillars of implementation people, resources, structure, systems, and culture to ensure the strategy is integrated into the university's day-to-day operations

3. Creating clear ownership and accountability

For each initiative will be vital. Implementers must be empowered with the authority, tools, and responsibility necessary to drive the strategy forward. The University will also align employee incentives with the strategy to motivate staff and promote commitment to the long- term goals.

4. Prioritising the strategic objectives across the five-year strategic period

Prioritise the strategic objectives and indicate which of these need to be achieved in which years and over which months. Match objectives with resources and clearly indicate KPIs associated with each objective. Budgeting will be directly linked to the strategy to ensure financial resources are allocated efficiently. Throughout the implementation phase, progress will be tracked and reviewed regularly, with



monthly strategy meetings focused on each strategic theme, and an annual strategic review to assess overall performance. These ongoing evaluations and discussions will allow for timely adjustments and ensure that the University remains on course toward achieving its goals.

5. Human capacity development

Implementers have to be made ready for implementation through carefully planned and executed human capacity training and development programmes. Training should not a once off event but be integrated into an ongoing continuous professional development programme.

6. The Implementers

Implementers have to be made ready for implementation through carefully planned and executed human capacity training and development programmes. Training should not a once off event but be integrated into an ongoing continuous professional development programme.

7. Summative evaluation

An external evaluator may be needed to conduct an external evaluation of the successes and challenges face by the organisation in relation to the periodic strategy.



ANNUAL PERFORMANCE TARGETS

Strategic Goal 1: Green University Ambition (GUA)										
To establish the University as a leading Institution with sustainable infrastructure by embedding environmentally responsible practices into every aspect of University operation.										
Strategic Objective	Strategic Initiative	Suggested KPI	Baseline / Current Year	Targeted Status	2025	2026	2027	2028	2029	Responsibility
To ensure new construction projects meet green building standards, and continuously retrofit existing buildings.	Use sustainable and eco-friendly materials in new constructions	% of new buildings certified under green standards (e.g., LEED)	0	70%			50%	60%	70%	VC DVC Admin/HR Director Admin
	Install solar panels, water harvest System and energy-efficient LED lighting	% of cost savings in electricity and water from baseline year		30%	-	-	30%	30%	30%	VC DVC Admin/HR CFO Director Admin
	Integrate natural ventilation and skylight systems for better energy efficiency	% reduction of energy consumption cost		15%			15%	15%	15%	VC DVC Admin/HR Director Admin
	Implement campus-wide recycling and composting programs	% of waste reduction based on audit results		30%	10%	20%	25%	30%	30%	VC DVC Admin/HR Director Admin
2. To work towards achieving zero waste	Install recycling stations and bins in strategic places, with clear signage and instructions.	% of waste that is recycled.		60%					60%	VC DVC Admin/HR Director Admin
	Collaborate with local partners for sustainability projects	Number of joint sustainability initiatives completed annually	0	10					10	VC DVC Admin/HR Director Admin
	Develop biodiversity action plan and plant native vegetation.	Develop biodiversity action plan.	Yes/No							VC DVC Admin/HR Director Admin
3. To enhance biodiversity by preserving green spaces, planting native vegetation, and implementing		% increase in indigenous vegetation coverage on campus	0	25%	-	-	-	25%	25%	
	Establish sustainable	% reduction in	0	15%	-	-	-	15%	15%	VC

landscaping practices that supports local ecosystems	landscaping with water-efficient irrigation	irrigation water usage								DVC Admin/HR Director Admin
	Engage students/community in green space preservation	Number of student/community participants in green events annually	-	20%	2%	10%	12%	16%	20%	VC DVC Admin/HR Director Admin
4. Green Economy Research	Develop green-focused research projects	Number of green research projects	11	86	17	25	38	57	86	VC DVC Admin/HR Director Admin
	Form a University Green Research Committee	Committee formed and operational (Y/N)								VC DVC Admin/HR Director Admin
		Number of impactful meetings per year	-	4	4	4	4	4	4	
	Promote industry-focused green innovation and knowledge transfer	Number of published outputs on green economy	11	86	17	25	38	57	86	VC DVC IDRI Director Research
5. Sustainability in Curriculum	Integrate sustainability modules into programs	Number of short courses programs with sustainability components	0	6	2	3	4	5	6	VC DVC-A & IDRI HoD/DEAN
	Develop diversity and inclusion training for sustainability staff, volunteers, and participants	% of change in behavior after reinforcement mechanisms	-	40%	20%	24	29	35%	40%	VC DVC Admin/HR
	Launch collaborative environmental projects with industry	Number of projects co-developed and implemented with external partners	3	7	4	5	6	7	7	VC DVC-A & IDRI Director Admin
	Director Admin & Director Research to submit a report to Senior Management Committee through DVC IDRI & DVC Admin	Peer review on score on quality of report on a percentage scale	-	95%	95%	95%	95%	95%	95%	DVC IDRI DVC Admin/HR Director Admin Director Research

	DVC IDRI & Admin/HR Report to Finance & Strategy Committee of the UGB	Committee review score on quality of Report on percentage scale	-	95%	95%	95%	95%	95%	95%	VC DVC IDRI DVC Admin/HR
Strategic Goal 2: World -Class Innovative Education To position University of Kigali as a leading institution that provides cutting-edge, world-class quality education.										
Strategic Objective	Strategic Initiative	Suggested KPI	Baseline /	Targeted Status	2025	2026	2027	2028	2029	Responsibility
1. Innovate and adapt the curriculum to meet global standards and emerging industry needs	Develop responsive short courses based on industry trends and technologies	% of short course programs newly aligned with global trends	2	95%	33%	60%	75%	90%	95%	VC DVC-A Deans
		% of program content conformity to emerging trends.	30%	70%	35%	45%	55%	65%	70%	VC DVC-A Deans
		% increase in student enrollment	14%	98%	28%	42%	60%	74%	98%	VC DVC-A
	Increase the number and quality of students to develop transformational leaders in Business, Public Sector and Society	% of graduates who have excelled in leadership positions	7%	49%	14%	21%	30%	37%	49%	DVC-Admin & HR Deans
		"Progression rate * % of students transitioning from one Academic year to next	50%	85%	60%	75%	85%	85%	85%	VC DVC-A Registrar Deans
		Graduation rate (% of students graduating within the set study time)	60%	85%	65%	70%	75%	85%	75%	VC DVC-A Registrar Deans
	Implement blended and online learning models	% of courses offered in blended or online formats	0	30%	-	10%	15%	20%	30%	VC DVC-A Deans
	Introduce interdisciplinary programs	Number of interdisciplinary programs launched	0	6	2	3	4	5	6	VC DVC-A DVC-IDRI



		Stakeholder satisfaction with programs	-	-	90%	90%	90%	90%	90%	90%	Deans
2. Promote a culture of creativity, problem-solving, and innovation	Establish university-wide innovation hubs	Total number of active innovation hubs	1	6	2	3	4	5	6	VC DVC-A ADVC-IDRI DVC-IDRI Deans	
		Launch annual innovation challenges	-	95%	95%	95%	95%	95%	95%	VC DVC-A	
		Develop a paperless institutional Environment	22%	100%	30%	40%	54%	73%	100%	ADVC-IDRI DVC-IDRI Deans	
		Provide faculty development for innovative teaching	1	6	2	3	4	5	6	VC DVC-A	
			-	95%	95%	95%	95%	95%	95%	ADVC-IDRI DVC-IDRI Deans	
3. Provide students and faculty with access to world-class educational resources and global networks	Develop partnerships with top global universities and platforms	Number of international partnerships/MoUs	4	37	18	22	27	31	37	VC DVC-A ADVC-IDRI DVC-IDRI Director Partnership	
		Integrate international case studies and collaborations	40%	99%	48%	58%	69%	82%	100%	VC DVC-A Deans	
		Host international academic events	Total Number of international seminars/conferences hosted per year	1	9	2	2	2	2	9	VC DVC-A ADVC-IDRI DVC-IDRI Director Partnership

4. Integrate advanced technology to enhance teaching, learning, and research	Leverage ERP to enhance access to academic resources, streamline student services, and support internationalization	Level of student satisfaction with ERP-enabled services (measured through surveys)	-	95%	30%	95%	95%	95%	95%	VC DVC-A Deans	
			Yes/No								
			Existence of a university-wide digital policy	-	95%	95%	95%	95%	95%	95%	VC DVC-A Deans
			Stakeholder satisfaction with policy effectiveness	-	95%	95%	95%	95%	95%	95%	VC DVC-A Deans
			Introduce one academic degree in emerging technology (AI, Cybersecurity)	-	75	15	30	45	60	75	
5. Integrate STEM into academic programmes	Use AI-driven platforms and tools	Total Number of AI-enabled platforms adopted	1	5	1	2	3	4	5	VC DVC-A Deans	
	Train faculty in emerging educational technologies	% of faculty trained in new technologies	20%	95%	50%	65%	85%	95%	95%	VC DVC-A Deans	
	Design interdisciplinary STEM programs	Number of new STEM-integrated programs	3	10	3	5	7	10	10	VC DVC-A Deans	
	Use active learning methods (PBL, flipped classroom)	% of courses using active learning methods	40%	99.5%	48%	60%	70%	82%	99.5%	VC DVC-A DVC-Admin/HR Deans	
	Embed computational and data analysis skills across disciplines	% of programs incorporating computational/data skills	20%	40%	23%	26%	30%	35%	40%	VC DVC-A DVC-Admin/HR Deans	
6. Develop new academic programmes responsive to community demand	Create new programs in education, IT, hospitality, tourism and health sciences	Number of new programs launched in key fields	-	10	0	4	6	8	10	VC DVC-A ADVC-IDRI DVC-IDRI	
	Launch flexible short courses in sustainability for eco-conscious	Number of short courses in sustainability offered annually	0	6	-	2	4	6	6	VC DVC-A ADVC-IDRI	



	stakeholders									DVC-IDRI
	Conduct regular market research to guide program development	Frequency of market research and alignment with program offerings	1	5	-	-	2	4	5	VC DVC-A ADVC-IDRI DVC-IDRI Director Research
	Deans report to Senate through DVC-Academics	Peer review score on quality of report on a percentage scale	-	95%	95%	95%	95%	95%	95%	Deans DVC-A
	DVC-A Report to Academic & Research Committee of UGB	Committee review score on quality of report on a % scale								VC DVC-A
Strategic Goal 3: Research & Innovation Excellence										
To establish University of Kigali as a leading institution in research, innovation and environmental stewardship, through cutting-edge research.										
Strategic Objective	Strategic Initiatives	Suggested KPI	Baseline /	Targeted Status	2025	2026	2027	2028	2029	Responsibility
1. Strengthening Research and Innovation Capacity	Develop, review and Enhance a research development framework, culture and capacity.	% of Compliance with the framework, culture and Capacity	-	95%	95%	95%	95%	95%	95%	VC DVC-IDRI ADVC-IDRI Director Research
	Establish well-equipped interdisciplinary research labs	Number of new/modernized research facilities	1	5	1	2	3	4	5	VC DVC-IDRI ADVC-IDRI Director Research
	Recruit and retain top-tier researchers and faculty	% retention rate of research-active faculty	-	80%	80%	80%	80%	80%	80%	VC DVC-A DVC-IDRI DVC-Admin/HR Director Research
	Secure external research grants and industry partnerships	Total amount of substantial research grants per year	1	2	1	2	3	4	5	
	Launch thematic innovation hubs (e.g. AI, Green Tech, Fintech)	Number of innovation hubs operational	1	5	2	3	4	5	6	VC DVC-A DVC-IDRI
2. Development of Innovation Centers										



	Align centers with Rwanda's national development agenda	Number of local partnerships with academic and non-academic institution	1	6	2	3	4	5	6	DVC-Admin/HR Deans Director Research Director of Partnership
	Strengthen partnerships with industry and government	% of center activities linked to national priorities	3	5	3	4	5	5	5	VC DVC-A DVC-IDRI DVC-Admin/HR Deans Director Research
3. Research Commercialization and Industry Collaboration	Operationalize a Technology Transfer & Commercialization Office (TTCO)	Number of patents filed/licensed	-	3	-	2	-	3	3	VC DVC-IDRI ADVC-IDRI Director of Research
	Develop and implement IP and patenting frameworks and policies	Number of startups incubated	-	5	1	2	3	4	5	
	Support startups and organize annual research expos	% of attendance and investment lead from annual expos	-	95%	50%	60%	70%	95%	95%	
	Establish performance monitoring frameworks	Number of research publications and citations	11	135	33	65	80	95	135	VC DVC-A DVC-IDRI ADVC-IDRI Deans Director of Research
4. Measuring Research and Innovation Impact	Conduct evaluations of innovation center impact	% of research aligned to SDGs	8%	15%	9%	10%	11%	13%	15%	
	Monitor alignment with global and tech emerging trends	Peer review score on quality of evaluation report on a percentage scale	-	95%	95%	95%	95%	95%	95%	
	Director Research to submit a report to Senior Management & Academic Senate Committee through DVC IDRI	Peer review score on quality of report on a percentage scale	-	95%	95%	95%	95%	95%	95%	Director Research DVC-IDRI
	DVC IDRI Report to Academic and Research Committee of UGB	Committee review score on quality of report on a percentage scale	-	95%	95%	95%	95%	95%	95%	VC DVC IDRI





Strategic Goal 4: Inclusive Community Engagement											
To establish impactful global connections and partnership that address the environmental challenges through sustainable practices											
Strategic Objective	Strategic Initiative	Suggested KPI	Baseline /Current Status	Targeted Status	2025	2026	2027	2028	2029	Responsibility	
Promote inclusive participation in community initiatives	Create a community engagement framework	Community engagement framework developed and adopted	-	95%	95%	95%	95%	95%	95%	VC DVC-Admin/HR Director of Community Engagement	
	Establish a community engagement office	Community engagement office operationalized	Yes/No								
	Establish initiatives targeting marginalized communities	Number of inclusive initiatives targeting marginalized communities	1	15	3	6	9	12	15		
Strengthen partnerships with local and global communities	Develop strong partnerships with community organizations, NGOs, government agencies, and international bodies	Number of formal partnerships/MoUs signed annually	-	5	1	2	3	4	5	VC DVC-Admin/HR Director of Community Engagement	
	Develop a Community Partnership Program	Community partnership program developed and launched	1	5	2	3	4	5	5		
	Organize annual inclusive community engagement forums	Number of forums held annually and participant feedback score	2	2	2	4	6	8	10		
Enhance the University's role in social justice and equity	Promote inclusivity and empower marginalized groups	Number of empowerment and inclusivity outreach programs implemented	2	12	4	8	10	12	12	VC DVC-IDRI DVC-Admin/HR Director of Community Engagement	
	Establish programs aimed at reducing social inequalities	Number of active programs addressing social inequality	1	8	3	5	7	8	8		
	Organize advocacy workshops and public awareness campaigns	Number of workshops/campaigns and attendance rates	0	2	1	1	2	2	2		

Integrate community engagement into academic programs	Partner with local organizations and community leaders to identify community needs	Number of active partnerships with local organizations	-	5	1	2	3	4	5	VC DVC-A DVC-IDRI DVC-Admin/HR Director of Community Engagement
	Embed community engagement in the curriculum across all disciplines	% of academic programs with embedded community engagement	1	10%	2%	4%	6%	8%	10%	
	Develop community-based courses that address local and regional challenges	Number of new community-based courses launched	0	5	1	2	3	4	5	
Promote Sustainable Development Goals (SDGs) through community initiatives	Align community engagement activities with the SDGs	% of community engagement projects aligned to SDGs	-	12%	8%	9%	10%	11%	12%	VC DVC-A DVC-IDRI DVC-Admin/HR Director of Community Engagement
	Organize SDG awareness workshops, seminars, and webinars	Number of SDG awareness activities held annually	0	5	1	2	3	4	5	
	Develop educational materials and online content to promote SDGs	% of SDG-related materials developed or published	-	12%	8%	9%	10%	11%	12%	
	Collaborate with stakeholders to increase public awareness of the SDGs	Number of joint SDG-related initiatives with external stakeholders	0	5	1	2	3	4	5	
	Establish student-led SDG initiative groups to drive local projects	Number of active student-led SDG project groups	-	5	1	2	3	4	5	
	Director Admin to submit a report to Senior Management Committee through DVC Admin & HR	Peer review on score on quality of report on a percentage scale	-	95%	95%	95%	95%	95%	95%	
	DVC Admin Report to Finance & Strategy Committee of the UGB	Committee review score on quality of Report on percentage scale	-	95%	95%	95%	95%	95%	95%	DVC Admin
Strategic Goal 5: Strategic Internationalisation & Partnership										

To establish impactful global connections and partnership that address the environmental challenges through sustainable practices



Strategic Objective	Strategic Initiative	Suggested KPI	Baseline	Targeted Status	2025	2026	2027	2028	2029	Responsibility
Position the University as the preferred institution of study by international students	Develop a compelling marketing strategy for internationalisation	Internationalisation marketing strategy developed and implemented (% of Compliance)	0	100	5%	50	75	90	100	VC DVC-IDRI DVC-Admin/HR Director Marketing HoD, International Office
	Enhancement of the International Student Office	% increase in international student satisfaction and retention	60%	97%	66%	73%	80%	87%	97%	
	Streamline international student services and support	% increase in international student enrollment	14%	84%	28%	42%	56%	70%	84%	
	Strengthen global recruitment efforts via education agencies, fairs and other Industry events	Number of global partnerships established and fairs attended annually	1	5	1	2	3	4	5	
Internationalise curricula review periodically	Establish an offshore campus in a high-potential country	Offshore campus feasibility study completed	YES/NO							Board of Governors and Promoters with VC
	Attract and retain qualified international staff	% of international faculty/staff retained	14%	84%	28%	42%	56%	70%	84%	VC DVC-IDRI DVC-Admin/HR
	Champion education promoting sustainable development	Number of international sustainability-themed courses and outreach activities conducted	1	5	1	2	3	4	5	DVCA DC IDRI



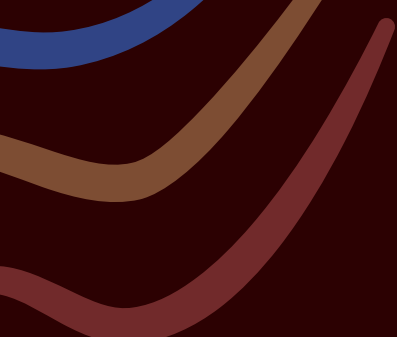
		95%										DVCA DVC-IDRI
		Number of academic programs that conform to international standards	No of active Centre	3	6	4	5	5	5	5	6	
Create an International Centre for Business, Innovation and IT Solutions	Develop an international hub for business and IT solutions with key global partners											VC DVC-IDRI DVC-Admin/HR ADV-C-IDRI
	Prioritise sustainable technologies and green business practices	Number of green innovations or sustainable tech projects launched	2	6	4	5	5	5	5	6		
	Host an annual business solutions conference and executive seminars	% of international participants	60%	95%	70%	80%	85%	90%	95%			
	Develop a global/local partnership framework	Partnership framework adopted and implemented	Yes/No									
Develop strategic partnerships with leading global institutions	Refocus partnerships to include research and innovation goals	% of partnerships with joint research or innovation components	60%	95%	70%	75%	85%	90%	95%			VC DVC-IDRI ADV-C-IDRI Director of Partnership
	Increase student exchange opportunities through strategic partnership agreements	Number of outbound and inbound student exchange participants annually	31	77	37	44	54	64	77			
	Promote staff/faculty exchange programmes to build global academic exposure and collaboration	Number of faculty/staff involved in exchange programmes (for teaching/research mobility schemes)	15	37	18	22	26	31	37			
	Advance sustainability, climate action, and eco-friendly solutions via collaboration	Number of sustainability-focused projects or publications under partnerships	6	65	17	34	40	55	65			
	Director of Partnership to submit a report to Senior Management Committee through DVC-IDRI	Peer review on score on quality of report on a percentage scale	-	95%	95%	95%	95%	95%	95%	95%		
	DVC Admin Report to Finance & Strategy	Committee review score on quality of	-	95%	95%	95%	95%	95%	95%	95%		DVC Admin



	Committee of the UGB	Report on percentage scale								
Strategic Goal 6: Financial Sustainability, Staff Excellence & Capacity Building										
To build a core of appropriately trained academic and administrative staff across all schools and operational units										
Strategic Objective	Strategic Initiative	Suggested KPI	Baseline /Current Status	Targeted Status	2025	2026	2027	2028	2029	Responsibility
Strengthen Human Capacity Development Across Schools	Establish resource development and allocation functions in each school	% of schools with fully functioning resource development units	-	100%	20%	40%	60%	80%	100%	VC DVC-A DVC-IDRI DVC-Admin/HR ADVC-A ADVC-IDRI Deans HR
	Train staff in curriculum development, planning, implementation, and evaluation	% of academic staff trained in curriculum development processes	-	10%	2%	4%	6%	8%	10%	
Enhance Knowledge, Learning, and Leadership Development	Identify and promote key knowledge areas for sustainable education	Number of knowledge areas integrated into training and curricula	1	5	1	2	3	4	5	VC DVC-A DVC-IDRI DVC-Admin/HR ADVC-A ADVC-IDRI Deans HR
	Deliver courses on leadership theory, collaborative leadership, and effectiveness	Number of leadership courses offered and completed annually	2	10	2	4	6	8	10	
	Train staff in leadership skills including Monitoring & Evaluation	% of staff trained in leadership and M&E annually	1	100	20	40	60	80	100	
	Promote digital learning skills for sustainable education	% of staff certified in digital and sustainable learning tools	24%	50%	30%	35%	40%	45%	50%	
	Provide grants application training to staff	Number of staff trained and grant proposals submitted annually	-	50%	20%	30%	40%	50%	50%	
Improve Financial Sustainability and Resource Mobilisation	Increase the number of successful grants Application	% Increase the number of successful grants Application	-	50%	20%	30%	40%	50%	50%	VC DVC-A DVC-IDRI DVC-Admin/HR
	Introduce financial	% of staff completing								

	management training for all staff levels	financial literacy training								ADV-C-A ADV-C-IDRI CFO Deans HR
	Increase internally generated revenue through training and consultancies	% growth in revenue from executive training and consultancy services	-	50%	20%	30%	40%	50%	50%	
Promote Diversity, Equity, and Inclusion (DEI) in Staffing	Ensure gender balance and diverse recruitment practices	Gender and diversity ratio across faculty and admin positions	8%	30%	9%	10%	11%	13%	15%	
	Strengthen inclusive hiring and promotion pathways	% compliance to DEI Policy	-	95%	95%	95%	95%	95%	95%	
	Mentorship and leadership programs for women and early-career faculty	Number of active mentorships programmes	2	10	2	4	6	8	10	
Reduce Reliance on Part-Time Faculty and Strengthen Full-Time Staffing	Incentivize full-time employment and development	% increase in full-time academic staff	37%	60%	37%	45%	49%	54%	60%	VC DVC-A DVC-IDRI DVC-Admin/HR ADV-C-A ADV-C-IDRI CFO Deans
	Support PhD progression through institutional partnerships	Number of faculty enrolled in PhD programs with institutional partner support	10	30	15	20	24	28	30	HR Director of research Director of Partnership
Enhance Professional Development for Administrative Staff	Implement structured development for non-teaching staff	% of non-teaching staff completing development programs annually	-	100	20	40	60	80	100	
	Focus on training in service, data, finance, governance	Number of specialized training sessions delivered and staff trained	12%	100%	30%	50%	75%	80%	100%	
	Director HR to submit a report to Senior Management Committee through DVC Admin & HR	Peer review on score on quality of report on a percentage scale	-	95%	95%	95%	95%	95%	95%	DVC Admin
	DVC Admin Report to Finance & Strategy Committee of the UGB	Committee review score on quality of Report on percentage scale	-	95%	95%	95%	95%	95%	95%	DVC Admin





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