CIPR PROFESSIONAL PR DIPLOMA

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UNIT 1: PR Strategy and Planning

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<td>USING PUBLIC RELATIONS TO ATTAIN GLOBAL COMPETITIVENESS</td>
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<td>Executive Report</td>
<td>2,216 words</td>
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<tr>
<td>Analysis of research findings</td>
<td>1,791 words (Including Appendix) 1,670 (Excluding Appendix)</td>
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PART I-EXECUTIVE REPORT

USING PUBLIC RELATIONS TO ATTAIN GLOBAL COMPETITIVENESS

1.0 BACKGROUND

The University of Nairobi (UoN) is an Institution of higher learning in Kenya. It is the oldest and most prestigious university in Kenya and operates as a corporate public entity under the Universities Act no 42 of 2012 and the University of Nairobi Charter. According to the University's strategic plan (2013-2018, p12) UoN has consistently been ranked among the top ten Universities in Africa since 2013 in webometrics global ranking of universities and the Times Higher Education. The Vision of the University is to be a world class University Committed to scholarly excellence. Some of its business objectives outlined in the strategic Plan (2013-2018, pp18-25) include:

I. To increase UoN's total revenue by more than 10% per year for five consecutive years.

II. To enhance the image and competiveness of UoN through consistent positive image and improved global ranking.

III. To enhance value adding partnerships and collaborations.

1.1 PROBLEM STATEMENT

University education in Kenya has witnessed a tremendous transformation in the recent times. The numbers of public and private universities have increased from 6 in 2005 to 70 Universities and constituent colleges in 2017. The enactment of the universities Act 2012 has prompted a new operating environment characterized by stiffer competition for students, staff and funding. There is also enhanced vigilance and scrutiny on compliance with quality standards set by the Commission for University Education (CUE) and other regulators like the professional bodies.

A critical review of UoN's revenue trends in the strategic plan (2013-2018, p9) revealed a declining curve from government capitation which is the main source of revenue. The Auditor General's report (KENAO, 2016, p7) raised a fundamental issue of financial sustainability if the university does not re-engineer its business process and diversify revenue sources. The issue of
financial sustainability is so pertinent that it has triggered negative media reports to the extent that the image and reputation of UoN is at stake.

UoN faces stiff competition locally and internationally. Many Foreign Universities have pitched tents locally to recruit international students using various strategies and incentives. An article in the Sunday Nation (2017, p40) reported that more than 20 Australian universities will be in Kenya in 2017 for an education fair to engage potential students.

Recently the Commission for University Education (CUE) quality report of February 2016 made a damning report of the status of higher education in Kenya (CUE report, 2016, pp1-13). The report that was serialized in Standard on Saturday 18th (2017,p1) revealed the big rot in universities arising from the desperation of some universities to compromise quality in order to survive in the harshly competitive environment by over-enrolling students. Other malpractices reported by the media include cases of academic fraud, offering of unaccredited courses and releasing of incompetent graduates to the job market.

Despite these challenges the UoN would like to project the image of a University with ‘world class status’ The University maintains that it stands for quality in academics and scholarly research. The purpose of this study is therefore to develop public relations plan that will position the university as a ‘world class’ competitive brand through enhanced positive image and reputation building, improved rankings and sustainable revenue growth.

1.2 SITUATION ANALYSIS

This research employed EPESTLE and SWOT analysis to scan UoN’s operating environment and identify its strengths, weaknesses, threats and opportunities respectively through review of the university’s strategic plan, newspaper reports, internal publications, various reports from government watchdog and regulatory institutions, the website and external reports.
Stiff competition

It was noted that UoN is facing stiff competition locally and internationally. Kenya has experienced considerable expansion of university education over the last ten years; currently the country has 35 public universities and constituent colleges, compared to only six (6) public universities in 2005. According to the Chancellors Convention report (2017, p1) the number of private universities has also risen substantially. There are currently 33 private universities. This rapid growth has created an environment of intense competition not only for students but also for capitation. Some Universities have been forced to enroll excess students beyond their optimal capacity. The obtaining situation has overstretched learning and accommodation infrastructure to the extent that quality of education has been compromised.

The growth in student enrolments has been phenomenal growing from 80,916 in 2002/2003 to over 500,000 by 2015/2016. In addition, there is still a sizeable population of Kenyans who despite availability of opportunities for university placement in Kenya still prefer to study abroad in European, Asian and American universities and their choice are mostly driven by search for quality education.

University Ranking

UoN is focused in improving its global competitiveness through enhanced performance in university rankings. According to the results published on the webometrics website, UoN was ranked top in East Africa, 8 in Africa and 775 worldwide. UoN was number 11 worldwide in the presence parameter (www.webometrics.info/es/world). Presence is the number of pages of the main web domain of the institution. On the visibility parameter which is the number of external networks originating back links to the institution's web pages, UoN was position 785. The openness parameter which reflects the number of citations from top authors according to the source, the University was ranked number 910. In the excellence or scholar parameter which reflects the number of papers amongst the top 10% most cited in 26 disciplines, UoN was position 1513. The ranking covered more than 24,000 Higher Education Institutions. From the university's internal analysis report it was observed that UoN has continued to perform poorly in the openness and scholarly excellence parameters compared to other parameters. If the university
seeks to significantly improve its ranking then it ought to design new strategies targeting the excellent and openness parameters by increasing quality research production (UoN Webometrics ranking report, 2017, p3)

Financial Trends

The government of Kenya of has consistently reduced funding to public universities. According to education sector budget report, UoN’s budgetary support has declined from 6.2 billion Kenya shillings to 4.5 billion leaving the University with a yawning budgetary gap of about 1.7 billion Kenya shillings to be filled in the proposed budget for the year 2017/2018 (Republic of Kenya, 2016).

Media Reports

A consistent pattern of negative media publicity from the local media was noted from the analysis. The negative issues highlighted by the media are detrimental to the image and reputation of the university. The issues highlighted include students’ and lecturers’ strike, management wrangles, corruption, declining of quality of education, undisciplined students and financial stress among others (Aduda D, 2017, p6).

Ethical

Kenya is among African economies that score low in corruption perceptions index that is annually authored by the global governance watchdog organization; Transparency International (www.transparency.org/cpi/2016). A corrupt prone environment is not conducive for investment. All organizations operating in a corruption prone environment are faced with high risks potential in monetary and reputation values.
Political environment

The University’s political environment could provide both opportunities and bottlenecks. The Commission for University education recently discontinued some programs like the school based program and this is likely to affect revenue growth negatively.

Implementation of devolution coupled with the discovery of vast natural resources in the country provides an opportunity for UoN to create mutually beneficial partnerships with the industry and the counties for growth in the areas of consultancies, capacity building and joint ventures in mining of natural resources.

However, 2017 being an election year the political environment remains very unstable and unpredictable. Investors are likely to remain cautious and adopt a wait and see attitude following Kenya’s past history of post election chaos from the 1990’s.

Economic

Even though Kenya’s economy is expected to grow at 5% and above, the inflation rate continues to remain very high at an average rate of about (7%) thereby eroding the purchasing power of potential customers (Knbs, 2017, p1). This has created a volatile industrial relations environment with workers in both public and private sectors agitating for wage increments. The situation is likely to worsen with more public sector employees engaging in strikes as the government continue to push for wage cuts and freezes on public sector employment to tame unsustainable public sector wage bill. Obala predicts tough times ahead for Public Officers in her article in the Saturday Standard, 18 March 2017, p 2.

Staff strikes lead to disruption of academic calendars and cast the university’s image in bad Light. However, there is evidence of a shift in global investment pattern towards Africa following new discoveries of oil and other minerals which could portend high prospects for economic growth and business opportunities for UoN.

Social

The youth constitute more than 36% of Kenya’s population. Majority have basic education, 61% are unemployed and have low entrepreneurial culture. This is because of mismatch between
skills training and industry requirement. Consequently many young people including those enrolled in universities are confronted with myriad challenges of increased drugs and substance abuse, involvement in crime and vulnerability to HIV/AIDS infections and radicalization by extremists. UoN needs to integrate the aforementioned issues in their risks plan to avert social disaster in future (Republic of Kenya, Second Medium Term Plan, 2013-2017, pp89-91)

**Technological**

Kenya is a regional hub in information and communications technology (ICT). Majority of the youthful population are generally techno-savvy. The government in its Medium term plan II prioritized the expansion of ICT infrastructure to all parts of the country by creating digital villages in all parts of the country. A robust ICT infrastructure coupled with a techno-savvy citizenry provides a big opportunity for UoN’s growth through delivery of programs via online platform (Republic of Kenya, Second Medium Term Plan, 2013-2017, p22-24).

**Environment**

UoN is located within the central business district (CBD) of Nairobi city and enjoys close proximity to the United Nations Environment program and United Nations Habitat headquarters. UoN could tap research and consultancies from the UN agencies. Nairobi is the only city in the world with a national park within the radius of city center. The city enjoys fine warm weather throughout the year making it possible for UoN to run more academic and research programs throughout the year without weather interruptions. Further, there is immense opportunity for UoN to mount international summer programs in partnership with European, American and Asian Universities during winter seasons in those counties.

**Legal**

The signing of East Africa Community regional integration protocol on education allows for harmonization of standards and credit transfers in the region with a population of about 200 million. The protocol opens the regional market for recruitment of students and academic staff across the member states (IUCEA, 2016, pp132-134).
Strict enforcement of Quality standards by the regulator; Commission for University Education in Kenya; is likely to force some private and public universities to shut down satellite campuses that were hitherto providing stiff competition to UoN. UoN being in the city centre is likely to benefit from their pitfalls.

**Figure 1. SWOT ANALYSIS**

<table>
<thead>
<tr>
<th><strong>STRENGTHS</strong></th>
<th><strong>WEAKNESSES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong brand</td>
<td>Stretched physical infrastructure</td>
</tr>
<tr>
<td>Strong asset base</td>
<td>Untapped potential of real estate &amp; resources</td>
</tr>
<tr>
<td>Diversity of programs</td>
<td>Low Publishing culture of staff</td>
</tr>
<tr>
<td>Large Alumni base</td>
<td>Management wrangles</td>
</tr>
<tr>
<td>Strategic location</td>
<td>Low investment in research</td>
</tr>
<tr>
<td>Robust ICT infrastructure</td>
<td>Lack of inclusivity in decision making</td>
</tr>
<tr>
<td>Professionally accredited courses</td>
<td>Low level of linkages &amp; with the industry</td>
</tr>
<tr>
<td>High concentration of talent</td>
<td></td>
</tr>
<tr>
<td>Ultra modern infrastructure</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>OPPORTUNITIES</strong></th>
<th><strong>THREATS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internationalization (Globalization) of education</td>
<td>Declining government capitation,</td>
</tr>
<tr>
<td>New constitution/governance structure,</td>
<td>Negative public perception,</td>
</tr>
<tr>
<td>Innovation and technology (open and distance and learning) VIRTUAL UNIVERSITY</td>
<td>Intense competition</td>
</tr>
<tr>
<td>High demand for quality education,</td>
<td>Government regulation of fees,</td>
</tr>
<tr>
<td>Industry linkages and collaboration,</td>
<td>Radicalization of students (security threats)</td>
</tr>
<tr>
<td>Growing economy/middle class,</td>
<td>Loss of loyal and highly qualified professors,</td>
</tr>
<tr>
<td>Regional agreements/protocol on Higher education,</td>
<td>Discontinuation of some programs (school based programs),</td>
</tr>
<tr>
<td>Favorable policy framework on Public Private Partnerships (PPP)</td>
<td>Decline in global ranking,</td>
</tr>
<tr>
<td></td>
<td>Social media,</td>
</tr>
<tr>
<td></td>
<td>Strikes.</td>
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</tbody>
</table>
1.3 GLOBAL COMPETITIVENESS

The concept of Global competitiveness in the context of a 21st Century University is according to Watson (2006, p13) the practice of adopting ‘world class’ education standards and measuring performance against global best practices through university global ranking. Some of the best practices that may be considered ‘world class’ include excellence in research and innovation, high impact on society, academic freedom and intellectually stimulating environment, internal self governance of key aspects of academic, attracting and retaining high concentration of talent of students and international researchers, adequate funding and facilities (Altbach, 2004, p85). Every year, Universities submit to global ranking by recognized institutions like Webometrics and the Times Higher Education. Image and reputation of private companies are measured and evaluated by various organizations comprising of their key stakeholders namely all competitors, investors, employees and the media while the reputation of universities is measured by academic ranking institutions like Webometrics and the Times Higher Education (Tench R & Yeomans L 2014, pp190-191).

1.4 JUSTIFICATION OF THE STUDY

UoN is ranked among the top ten best performing universities in Africa and the leading in Kenya. The emerging operating environment characterized by fierce competition and shrinking resource base is a reality that the university must pay attention to. Globalization opens vast opportunities for the university’s growth. In order to create a competitive niche at the global level, UoN requires a well planned public relations strategy to position it as a globally competitive brand. The envisioned public relations strategy should harness beneficial relationships for growth in revenue, increased local and international students enrolment and better management of stakeholder interests.
PART II-RESEARCH
1.5 LITERATURE REVIEW

The situation and operations of UoN can best be illustrated by the systems theoretical model. The systems theory views the organization from the analogy of an organism consisting of interdependent parts working complementarily within the organization to achieve desired objectives. Whenever there is conflict between the various elements, the organization is drained of its energy and is doomed for fail.

The theory also recognizes the influence of the environment on the organizational structure and functions. The environment of UoN include its stakeholders, the policy environment, competitors and ranking institutions that impacts on the University’s image and reputation.

Changes in the environment may positively or negatively affect UoN’s performance. Systems theory is also useful in analyzing how communication between UoN and its stakeholders affects its image, financial sustainability and competitiveness. The role of communications is to facilitate the exchange of information between UoN and its environment. Strategic communication assists organizations to influence and shape their own organizational realities. Public relations act as the boundary spanners that provide the link between the UoN and its environment. That is to say PR links UoN with its external publics and internal publics by providing goal oriented messages.

The environment is full of uncertainties that UoN must keep on monitoring and adjusting or adapting to the changes in the political, economic, legal and social environment (Aggerholm & Asmub, 2016, pp196-191).

Heath RL et al, (2009, pp 311-313) maintains that PR has evolved and gained strategic importance in modern age in the articulation of the company vision, mission and values. It is increasingly being used to enhance organizational functions to achieve efficiency, sustainability and competiveness through promotion of employee, customer, community and investor relations. And whenever an organization’s image and reputation is threatened PR will act to either repair the image or manage the situation through crisis communication (Park H, 2016, pp190-192).
PR planning involves issue identification, consideration of the environment that informs PR aims and objectives, formulation of the strategy, implementation and evaluation of the success or failure of the programs or campaigns.

A typical PR Planning model is illustrated in figure 2

**Figure 2: RACE planning model**

**R-Research**

**A-Action**

**C-Communication**

**E-Evaluation**

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**Figure 2.** Marston’s RACE Planning model – Source: Tench P&Yeomans L (2014, p153).

A good PR planning should be informed by the current and projected situation within the organization’s broader environment and stakeholder aspirations. PR has both economic and social value for an organization. It facilitates conversations with potential and actual stakeholders with financial stakes; helps stimulate loyalty and create business opportunities beyond its traditional gate-keeping and protectionist role (Gregory A& Hulff G, 2009, pp4-13).
1.6 STAKEHOLDER MAPPING

Figure 3: STAKEHOLDER POWER MATRIX

<table>
<thead>
<tr>
<th>HIGH POWER</th>
<th>KEEP SATISFIED</th>
<th>MANAGE CLOSELY</th>
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<tr>
<td></td>
<td>Professional bodies,</td>
<td>Government,</td>
</tr>
<tr>
<td></td>
<td>Industry/Corporate entities,</td>
<td>Staff, Senate,</td>
</tr>
<tr>
<td></td>
<td>Charitable trusts and foundations</td>
<td>Media,</td>
</tr>
<tr>
<td></td>
<td>Foreign Missions,</td>
<td>Suppliers,</td>
</tr>
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<td></td>
<td>Banks and Financial institutions</td>
<td>Unions,</td>
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<tr>
<td></td>
<td></td>
<td>Regulatory Authority,</td>
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<tr>
<td></td>
<td></td>
<td>Alumni Association,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Council/Board of Directors</td>
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<tr>
<td>LOW INTEREST</td>
<td>MONITOR</td>
<td>KEEP INFORMED</td>
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<td></td>
<td>Other universities,</td>
<td>Students,</td>
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<td></td>
<td>Research institutions,</td>
<td>Parents,</td>
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<td>Ranking Institutions</td>
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<td></td>
<td>Consultancies</td>
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</table>
1.7 RESEARCH METHODOLOGY

This research is a single case study of a higher education institution. The research employed the use of qualitative data from both primary and secondary sources. The situation analysis involved the review of various internal and external documents including media reports, publications and other reports with information on the University to provide insights on UoN for purposes of identifying problems or opportunities for business growth. Qualitative approach was chosen due to its appropriateness in interpreting and understanding the experience and expectations of the respondents. Secondary data was collected by administering an open-ended questionnaire to specifically targeted stakeholders of UoN including management, staff, students, and competition, industry and government officials. Convenient sample of 50 respondents were interviewed to collect information on the strategies for improving the image and competitiveness of UoN. Data was analysed using thematic summaries to draw findings.

The questionnaire is attached as appendix-1
1.8 KEY RESEARCH FINDINGS AND ANALYSIS

Negative media coverage impacts negatively on the image and reputation of UoN. Negative reports arise from misinformation about the University by unsatisfied stakeholders. Causes for dissatisfaction vary from unfavorable terms of employment, inaccessibility of information, negative perception of declining academic quality standards, over stretch of facilities due to over-enrollment of students, perceived involvement of the management in manipulation of the students’ union, leakage of boardroom wars to the media, fear of perceived financial crisis and fear of retrenchment among other issues.

To reduce overreliance on the exchequer UoN needs to diversify its revenue portfolio, internationalize its programs to attract international students and build beneficial relationships with stakeholders.

To improve its global ranking UoN should promote high impact research and innovation culture, persuade its scholars to publish in revered journals, entrench a publishing culture among students and professors, promote strategic linkages and partnerships with the industry, enhance the retention of recognized professors and join global networks of highly performing universities and research institutions.

UoN should monitor the media and make deliberate efforts to provide them with accurate and timely information to avoid misinformation and speculation.

Effective management of the corporate website is not only useful for providing correct and important information about the University but also for information used in global ranking and marketing of the brand globally. Branding is a crucial driver in marketing.
1.9 PUBLIC RELATIONS OBJECTIVES

1. To increase global awareness of the University of Nairobi brand to achieve growth in enrollment of international students by 30% in five years.

2. To improve University of Nairobi global ranking to top 500 best universities by persuading 80% UoN scholars and students to publish in the revered journals by 2018.

3. To increase capitation of the University by 20% in 2 years through value adding partnerships and collaborations.

4. To reduce negative perceptions on the university by 10% through proactive engagement with the stakeholders by end of 2018.

2.0 RECOMMENDED PUBLIC RELATIONS STRATEGY

The recommended PR strategy for UoN is stakeholder engagement using various PR tactics.

**Stakeholder engagement**

The Main goal of stakeholder engagement is to build mutually beneficial relationships and networks.

UoN shall dialogue with discontented stakeholders, build mutually beneficial relationships and create strategic partnerships with them in order to attract more resources, increase international enrolment, improve image and reputation; and enhance UoN’s global competitiveness through improved ranking.

To position UoN as a global brand, a consistent and sustained brand identity in messaging shall be employed. UoN shall make use of internal brand ambassadors to promote its image and reputation. Clients with brand identification and loyalty are inclined to exhibit supportive bahaviour which may result into increased turnover for the organization. Dialogue with the media will equally contribute in improving positive image (Wilson & Manag, 2017, pp1-13).

The following PR tactics shall be used in reaching the stakeholders:

**Website:**

Update information regularly with message contents targeting UoN’s publics to increase international students’ enrolment, improve global ranking and facilitate dialogue with
stakeholders. Website is an effective PR tool for connecting organizations and their publics to achieve desired goals.

**Media Platforms**

UoN shall also create and direct positive images to its various stakeholders through various media platforms. Social media shall provide the opportunity to increase awareness, enhance reputation and create long term relationships with stakeholders with mutually beneficial outcomes (Kent & Taylor, 2002, pp21-27).

Influencing employees and students to make positive comments on organizational issues through social media will equally enhance the image of UoN. Internal stakeholders are considered the most credible and most authentic source of information on the organization.

UoN shall also provide editorial contents to the media for feature stories and editorials. Such information will highlight the successes and the strengths of UoN in order to position UoN as a global brand. An organization’s reputation is a mirror of its cumulative interactions with its publics (Yang, 2007, pp91-121).

**Public Events and Meetings**

UoN shall hold Public events like Open day, Innovation Week and participate in local and international education fairs. It shall also sensitize staff and students through training fora and motivate them to adopt a culture of high affinity for research writing and publishing in the identified high impact journals.
2.1 RISK ANALYSIS AND PLAN

UoN should adopt a risk based approach in managing the potential threats to its reputation and sustainability. Risk assessment helps organizations to set priorities and allocate resources to deal with those threats.

Fig.4 UoN’s Risk Analysis template

<table>
<thead>
<tr>
<th>RISK</th>
<th>IMPACT</th>
<th>PROBABILITY</th>
<th>MITIGATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decreased government support</td>
<td>Unrest from students and staff, Lower credit rating, Bankruptcy</td>
<td>High</td>
<td>Diversify revenue portfolio by attracting increased research grants, negotiate mutually beneficial partnerships with stakeholders, Increase local and international enrolment,</td>
</tr>
<tr>
<td>Declining academic Standards</td>
<td>Loss of reputation, Decline in performance ranking</td>
<td>Medium</td>
<td>Ensure compliance with CUE standards, Adopt global best practices, Culture of innovation</td>
</tr>
<tr>
<td>Competition</td>
<td>Low enrolment, Decline in revenue, Talented staff flight,</td>
<td>High</td>
<td>Explore global opportunities, Innovation, Improve terms and conditions of employment of staff</td>
</tr>
<tr>
<td>Corruption</td>
<td>Loss of funds and reputation</td>
<td>High</td>
<td>Adopt Culture of zero tolerance to corruption,</td>
</tr>
<tr>
<td>Negative publicity</td>
<td>Negative image and loss of</td>
<td>High</td>
<td>Identify and satisfy the needs of both internal and external stakeholders.</td>
</tr>
<tr>
<td>Event Description</td>
<td>Impact on Business</td>
<td>Mitigation Strategies</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>--------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Cyber Attack</td>
<td>High</td>
<td>Business contingency plan, Continuous upgrading of firewall systems,</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss of data, Disruption of business, Loss of reputation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radicalization of Students by terrorists and extremists.</td>
<td>High</td>
<td>Business Contingency plan, Enhance capacity through training and</td>
<td></td>
</tr>
<tr>
<td>Terrorist attack, Loss of life and infrastructure, Disruption of business, Negative image and reputation</td>
<td></td>
<td>Provision of modern equipment, Involve internal stakeholders in management of security, Use of intelligence, cooperate with national security agencies.</td>
<td></td>
</tr>
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</table>

**CONCLUSION:**

Since UoN caters for diverse categories of stakeholders that are socially embedded, it is imperative to project a positive image that is aligned to its environment and the aspirations of its stakeholders who are the providers of resources, legitimacy, commitment, support and trust. Use of PR in reputation and brand management is therefore important for UoN in a globally competitive environment. However, for the PR plan to be implemented successfully, UoN needs to mitigate the risks identified.
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The Standard on Saturday, 18 March 2017, ([www.standard.co.ke](http://www.standard.co.ke))


University of Nairobi (2017), Webometrics ranking report.


www.transparency.org/cpi/2016

www.webometrics.info/es/world

APPENDIX-1

INTERVIEW QUESTIONS:

1. In your opinion what factors are responsible for negative media coverage of the University of Nairobi?
2. Suggest ways of enhancing the image and reputation of the University of Nairobi?
3. Identify and list key challenges facing public Universities in Kenya.
4. Propose strategies that may be used by public universities in Kenya to improve their global competitiveness.
5. Public Universities are facing a lot of financial challenges due to declining government support. Suggest ways in which public Universities in Kenya may come out of their over-reliance on government capitation.
6. Suggest ways in which the University of Nairobi can improve its global performance ranking (webometrics ranking) from position 775 to top 100 universities in the world.