



THE AGA KHAN UNIVERSITY

# *AKU* *ONWARDS*

STRATEGIC PLAN  
2024-2028

*AKU*  
*ONWARDS*



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“In everything we do, we must look to the future, seeking always to think creatively, to innovate and to improve. I urge all those involved with the Aga Khan University never to forget that the future is in their hands.”

**His Highness the Aga Khan**  
**March 1983**



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## ABOUT AKU

Founded in 1983 by His Highness the Aga Khan, the Aga Khan University (AKU) is an international institution with deep roots in the Global South. Our commitment to improving the quality of life of the diverse communities we serve in Asia and Africa is at the core of our mission. We achieve this by offering high-quality educational programmes that cater to the needs of diverse populations, providing world-class healthcare, and seeking solutions to endemic problems. As a comparatively young institution, AKU has achieved outsized impact by educating leaders and change agents who will go on to transform their professions and take on societal challenges. For 40 years, this focus has attracted students, patients, faculty and staff to AKU. This, in turn, motivates us to meet new challenges and take up the opportunities that abound in our work.

Today, the fast-changing global environment and higher education ecosystem offer renewed opportunities to strength AKU's reputation and distinctive position as a university that applies its deep social responsibility towards the resolution of global challenges.

Driven by the needs and aspirations of our communities, we see limitless opportunities to fulfil our mission. However, our capacity to respond with the necessary financial and human resources at the rate required is limited. As a result, we must be strategic and deliberate in our approach, prioritising the most critical needs and leveraging our foundational strengths to achieve the greatest impact.

We are, and will remain, driven by the vision of our Chancellor, a 40-year track record of excellence and public good, and the commitment to achieving the goals set out in our founding vision, mission, and values.

# CURRENT ORGANISATION OF THE ACADEMY AND HEALTH SERVICES

## ACADEMY

### Medicine

Medical College, Pakistan Medical College, East Africa

### Nursing and Midwifery

School of Nursing and Midwifery, Pakistan

School of Nursing and Midwifery, East Africa

### Educational Development

Institute for Educational Development, Pakistan

Institute for Educational Development, East Africa

### Muslim Civilisations

Institute for the Study of Muslim Civilisations, United Kingdom

### Media and Communications

Graduate School of Media and Communications, East Africa

### Arts and Sciences

Faculty of Arts and Sciences, Pakistan

### Research Institutes and Centres

Arusha Climate and Environmental Research Centre

Brain and Mind Institute

Cancer Centre

Centre for Regenerative Medicine & Stem Cell Research

Centre of Excellence for Trauma and Emergencies

Centre of Excellence in Women and Child Health

Institute for Global Health and Development

Institute for Human Development



### **Examination Board**

Examination Board, Pakistan

### **Academic Support Services**

AKU Libraries

Centre for Innovation in Medical Education

English Language Enhancement Network

Network of Quality, Teaching and Learning

Office of the Registrar and Student Affairs and Services

Office of Research and Graduate Studies

Technology Innovation Support Centre

## **HEALTH SERVICES**

### **University Hospitals, Pakistan**

AKUH, Karachi; Off-Campus Hospitals; Outpatient Centres; Home Care

### **University Hospitals, East Africa**

AKUH, Nairobi and Outpatient Centres

### **Teaching Hospital, Afghanistan**

French Medical Institute for Mothers and Children

## **AKU IN NUMBERS**

*As of January 1, 2024*

### **GLOBAL FOOTPRINT**

3 Continents

6 Countries

8 Campuses and Teaching Sites

17,365 Faculty and Staff Employed

### **ACADEMICS**

3,671 Current Student Enrolment

19,152 Graduates

35 Diplomas and Degrees Offered

79 Fellowships / Residencies Offered

### **HEALTHCARE**

7 Hospitals

356 Outreach Centres

2.2M Inpatients/Outpatients

17.7M Lab Tests

## VISION, MISSION AND GUIDING PRINCIPLES

### VISION

The Aga Khan University will be an autonomous, international institution of distinction, primarily serving the developing world and Muslim societies in innovative and enduring ways.

### MISSION

The Aga Khan University is committed to the development of human capacities through the discovery and dissemination of knowledge, and application through service. It seeks to prepare individuals for constructive and exemplary leadership roles, and shaping public and private policies, through strength in research and excellence in education, all dedicated to providing meaningful contributions to society. To advance this mission, AKU will:

- Offer programmes of international quality.
- Respond to identified needs in the countries and regions which it serves.
- Prioritise teaching and research, which will inform and underpin intellectual innovation and change.
- Provide service to advance its educational and research mandate.
- Foster and develop leadership capacity through its education and research programmes.
- Assess its impact and effectiveness through indicators and evaluation frameworks that reflect AKU's developmental mission, core values, and the needs and aspirations of its diverse constituencies.
- Promote diversity, equity and inclusion by taking positive measures to make the University inclusive of all socio-economic groups, addressing the particular needs and circumstances of the disadvantaged.
- Maintain its historic commitments to gender equity locally and globally, the empowerment of women and girls, and the provision of opportunities for women to achieve their full potential.
- Engage in knowledge networking and emerging technologies.
- Add value by promoting partnership and networking across the Aga Khan Development Network (AKDN), and with other national and international institutions.

## **GUIDED BY 'IQRA'**

Aga Khan University is guided by its core principles of Impact, Quality, Relevance, and Access (IQRA), inspired by the ethics, humanistic ideals, pluralistic perspective and philosophy of the AKDN.

Our commitment is to create an environment that encourages intellectual freedom, distinction in scholarship, pluralism, compassion, and a collective human responsibility for a sustainable physical, social, and cultural environment. These principles permeate every aspect of our operations, guiding our decision-making, shaping our policies, and driving our strategic planning, as the University serves its different stakeholders—students, patients, faculty, staff, partners, donors, alumni, volunteers, AKDN and the wider community to meet their needs and expectations.

This ethos is deeply ingrained in all components of our strategic framework and priorities, serving as a yardstick to measure where we are today, where we aim to go in the future, and how we plan to achieve our aims.

# JOURNEY TO SET THE STRATEGIC DIRECTION

## JOURNEY

AKU's journey to set a university-wide strategic direction builds upon key foundational documents that have provided a long-term vision for the institution's academic components and course of development:

- The 1983 “Harvard Report”, a study undertaken by a committee led by then Harvard University President Derek Bok, which proposed specific paths of development through which AKU might pursue its mission and served as a critical touchstone for the University in its first decade.
- *The Future of the Aga Khan University: Evolution of a Vision (1994)*, the report of a special Chancellor's Commission appointed to review the early development of the University and recommend the disciplines, geographies and required resources that would define its future direction. The report provided a common path for AKU's stakeholders for over a quarter century.
- *Reflections on the Future Aga Khan University (2023)*, the report of the second Chancellor's Commission, a distinguished global panel convened in 2021 to prepare an updated roadmap for the University. Two critical factors shaped this Commission's approach to work and the focus of its guidance—the global COVID-19 pandemic and the significant changes to AKU's executive and board leadership. Both factors underscored both the urgency and the opportunity to draw on the Commission's unique vantage point to inform the University's immediate strategic planning processes.

The Strategic Plan presented in this document is the result of intensive consultation across the University as well as analyses of the global, regional and local operating environments for higher education and healthcare, ensuring that it reflects the input of diverse stakeholders and is tailored to the specific needs and challenges of the communities it serve.

Over the past 40 years, AKU's vision, mission and values have enabled it to operate with integrity and resilience and to serve vulnerable communities in challenging times. Looking forward, it is important for AKU to remain cognisant of its diverse operating environments, capitalise on its strengths and actively address the challenges and risks that arise—for with challenges and risks come opportunities.

Although the plan outlines our vision for the next five years, the pace and development of our initiatives will depend on the volatile nature of the social, financial and political environments in the countries in which operate. We will continually assess the feasibility of our planned strategies and make adjustments accordingly, ensuring that AKU can adapt and respond to changes in its operating contexts.

## METHODOLOGY

Aga Khan University developed its strategic plan in three phases:

In the first phase, a core group was formed to coordinate the process of developing the plan by collecting and reviewing department-specific strategic work plans and relevant documents submitted to the Board of Trustees. The group identified common themes, goals and strategies that were shared with the University Senior Leadership Team for further consultation and feedback. The major strategies for the identified themes and goals were selected and included in the Phase One report.

In the second phase, the academic leadership developed a Strategic Academic Plan that aimed to focus on the University's academic priorities and aspirations. This plan was developed through horizontal and vertical consultations across the academy, followed by town halls in Pakistan and East Africa.

In the third phase, a University-wide Steering Committee was formed to merge the findings from the Phase One report and the Strategic Academic Plan into a unified document that encompasses all AKU's healthcare and academic initiatives and reflects our understanding of the competitive landscape across the University's operating contexts. With input from a Trustee working group, the Committee then reviewed and integrated key recommendations of the second Chancellor's Commission into the final Strategic Plan.

This document will serve as the comprehensive Strategic Plan for the University, covering the period 2024-2028.

## STRATEGIC FRAMEWORK

Based on consultations, seven components form the strategic framework that determines AKU’s direction.



These seven identified components encompass diverse aspects. The initial three components—Quality and Breadth of Education, Knowledge Creation and Dissemination, and Learning Healthcare Systems—are our core activities, which we will continue to prioritise. Partnerships and Collaborations, Sustainability and Growth, Environmental Protection and Stewardship, and Leveraging Data Science and Technologies serve as overarching content themes that we aim to infuse into the University’s programming. This approach underscores our commitment to integrating these key focus areas throughout AKU.

The AKU values of Impact, Quality, Relevance and Access (IQRA) cut across the themes as the University serves its different stakeholders — students, patients, faculty, staff, partners, donors, alumni, volunteers, AKDN and the wider community—to meet their needs and expectations. These IQRA values will also underpin AKU’s approach to measurement, evaluation, benchmarking and quality assessment. While mindful of global rankings and accreditation, we will frame our quality indicators and assess our progress through measures that reflect our definition of impact, relevance and access.

For example, AKU will draw on the United Nations’ Sustainable Development Goals (SDGs) as a framework for planning and evaluation of its initiatives and operations, ensuring the University remains focused on its developmental mission and on the needs and aspirations of its diverse stakeholders.

# 1 QUALITY AND BREADTH OF EDUCATION

*Over the next five years, AKU will continue to broaden and diversify its academic programmes to become a distinctive university informed by the health and social needs of the communities it serves. However, growth will be deliberate, well considered and in some cases slower than might be urged by the needs or wishes of AKU's constituencies so that it can maintain or strengthen the quality of existing programmes and ensure the sustainability and success of major new initiatives underway.*

## WHERE WE ARE

AKU is renowned for offering high-quality tertiary education and its pursuit of excellence. In the last four decades, AKU has introduced a wide array of programmes, including baccalaureate, graduate, professional, and research-based master's and doctoral degrees, all meeting international standards for quality, while adhering to the regulatory requirements of our countries of operation.

The institution also provides numerous credit and non-credit diplomas and certificates, including professional and executive development. AKU's academic programmes are further recognised for their quality through various awards and ranking systems.

In Pakistan, AKU offers a number of undergraduate, postgraduate and doctoral programmes in medical and nursing education, as well as a master's and doctoral programme in teacher education. In September 2023, AKU launched its first undergraduate degree programme in the newly established Faculty of Arts and Sciences.

In East Africa, AKU offers a postgraduate programme in medical education, an in-service programme in nursing, as well as an executive master's programme in teacher education, and in media and communications. The University has also recently launched a new undergraduate medical education programme (MBChB) in Kenya and undergraduate nursing education (direct-entry BScN) programmes in Kenya and Tanzania. In the United Kingdom, the institution offers a master's programme in Muslim cultures.

AKU is committed to cultivating the student experience with a range of services, including academic and career advising, student-life programming, health and wellness services, and academic success programmes.

## WHERE WE ARE GOING

Having set high standards of education and research in AKU's initial fields of the health sciences and education over the past four decades, we recognise that the next generation of leaders must not only possess the best technical skills, but also be well-grounded in the arts, social sciences, humanities, and environmental and natural sciences. These foundations of knowledge are essential to develop graduates as critical thinkers, problem solvers and ethical leaders who can address the pressing challenges of their communities and help realise their potential. In teaching and scholarly



activities, AKU will encourage a pluralistic approach to knowledge and knowledge generation to ensure that local knowledge and wisdom are also valued.

This pledge of an increased emphasis on the liberal arts is not only evident in AKU's new undergraduate Arts and Sciences programme in Pakistan, but also in its undergraduate medical and nursing programmes, which include a strong emphasis on the liberal arts and sciences. As AKU continues to expand its programme offerings, it remains bound to setting the highest standards of education, using outcomes-based approaches, and rigorously reviewing its programmes.

AKU is committed to ensuring that concept and practice of pluralism permeates its curriculum, pedagogic practice and all aspects of the educational experiences of university life. It will pursue this commitment to pluralism through strategies including a university-wide, outcomes-based curriculum for all faculties and programmes, community-based experiential learning projects in undergraduate programming, and partnerships with AKDN agencies and affiliated institutions to ensure that AKU benefits from the expertise and capacities within the Network and more broadly.

AKU will also explore new modes of teaching and learning leveraging technology—including virtual and blended options for professional and continuing education as well as degree programmes—to provide greater flexibility for our students and reach a wider audience. AKU's Digital Learning Strategy will guide the next steps for the University to become a fully networked institution of lifelong learning.

## HOW WE WILL GET THERE

**Quality of Academic Programmes:** We will continue to sustain and improve the quality of our academic programmes through ongoing investment in faculty development; obtaining relevant accreditations and certifications of excellence and standards; holding regular strategic reviews of our academic units; and following a set of criteria assessing their contribution to IQRA and alignment with the University's mission. Furthermore, recognising the important role they play in teaching and learning processes, AKU will continue to invest in strengthening the capacities of its diverse academic support staff members to ensure faculty have the assistance needed to deliver high-quality programmes and student experiences.

**Transformation to a Broad-based University:** Having established itself as a standard-bearer for education, research and service in healthcare and education, AKU will continue to build on these foundational strengths as it undertakes a significant expansion into the liberal arts and sciences. The new undergraduate programme in Arts and Sciences, as well as plans for undergraduate programmes in strategic communication and initial teacher education, will be key to expanding the University's position as a distinctive institution that applies its deep social responsibility towards the resolution of global challenges. This transformation will increase opportunities for interprofessional education, knowledge integration and resource exchange across the University.

To support this transformation, AKU will consider the consolidation of existing or planned institutional components into two or three “Faculties” as an organising principle for academic governance, with the goal to serve the needs of students, faculty, and other stakeholders more efficiently and sustainably. The map of academic entities (colleges, schools, faculties, centres, institutes) will evolve over time to meet the needs of the growing AKU Academy.

**Expansion of Academic Offerings:** We will grow enrolment by launching new undergraduate and graduate programmes. We will gradually increase class sizes with careful funding and infrastructure to support the expansion while being cognisant of the quality and sustainability of our educational offerings. Over the next five years, AKU will consider the launch of new continuing professional development, undergraduate and post-graduate programmes in fields that may include bioethics, health data science, hospital management, public health, allied health (e.g., dentistry and pharmacy services), teacher education, humanities, communications, environmental studies, history and political science. While we do not anticipate the establishment of all these programmes within the Strategic Plan’s five-year timeframe, AKU will provide a clear rationale for the launch of any new programmes—giving precedence to those that build on the University’s existing strengths and resources, are demonstrated to have strong market demand, and correspond to key priorities in population and planetary health. In particular, AKU will continue to leverage its hospital- and research-focused schools of medicine and nursing—its learning healthcare system—to develop new graduate programmes that address the need for human capital in the national and regional health systems where AKU operates.

AKU has a robust Virtual Learning Environment (VLE) platform along with a forthcoming university-wide Digital Learning Strategy to guide the transition of AKU to a fully networked learning institution. Over the next five years, AKU will introduce a system for learners to earn micro-credentials through the Lifelong Learning, Education and Development of Skills (LEADS) programme. Flexible learning pathways and micro-credentials provide choice to traditional and non-traditional learners and reduce barriers to access and progression, thus addressing students’ needs. They provide a solution for addressing changing skill requirements in the job market while also addressing concerns related to equity and access. The LEADS programme aims to lead the evolution of new directions and networks at AKU. This micro-credential system will build on or complement the work currently underway in the Network of Quality, Teaching and Learning, the Department of Continuing Professional Education in the Medical College, Pakistan, the Institute for Human Development, the Graduate School of Media Communications, the Institute for the Study of Muslim Civilisations, and the School of Nursing and Midwifery, East Africa.

An important and deliberate consideration in expanding virtual capacity and programmatic offerings is to ensure that the AKDN community outside the countries where AKU operates is able to take advantage of the high-quality programmes being offered. Strategic consultative forums have been established to identify and address the learning needs of AKDN agencies.

**Adoption of Outcomes-Based Education (OBE):** We are shifting our current course of study to an outcomes-based curriculum and will promote an outcome-based education (OBE) approach

across all AKU academic programmes. Planning is already underway to achieve OBE across the University's diverse academic programmes. A Curriculum Advisory Committee will serve as the central advisory body to assist academic units to adopt OBE. We emphasise that AKU views outcomes not just in academic terms but broadly conceptualised to include skills and attributes of an AKU graduate, e.g., ethical global leadership, critical thinking, communication skills, evidence-based decision making, socially and environmentally aware citizenship, specialist knowledge to bring about change, and a disposition toward lifelong learning.

AKU's outcomes-based education is learner-focused, in the sense that teaching adapts to the learners' needs and enables a diverse group of learners to achieve the educational outcomes. As such this approach to OBE is inherently pluralistic in nature and will serve as a significant vehicle to support AKU's commitment to pluralism.

**Enhancing Student Experience:** We are committed to providing a vibrant and holistic student experience, both within our academic programmes and classrooms and by offering new experiences and support to students in all aspects of their lives while at AKU. To this end, AKU will establish a variety of learning spaces (virtual and physical), including the (re)design of library spaces as 'Learning Commons', along with innovative, digitally equipped spaces for individual and group study. We will also identify and pursue new avenues to meet growing student housing needs.

AKU will continue to design new initiatives and support programmes to improve campus life and experiences with the input of students through town halls, student peer support groups, expanded use of counsellors, student exchange programmes within AKU and with partner universities, and strengthening on-campus student health services. Community-based internship projects will be woven into the fabric of the undergraduate student experience. Students will play an increasingly robust role in university governance functions. All these experiences will help to foster the principles of inclusion, equity and diversity among students and prepare them for leadership roles in civil society, the private sector and government.

## 2 KNOWLEDGE CREATION AND DISSEMINATION

*AKU's research programmes will reflect current and emerging strengths, with impacts that will be measured through contextually relevant metrics that aim to improve knowledge dissemination in low- and middle-income countries (LMICs).*

### WHERE WE ARE

Our institution's academic programmes and services are informed and enriched by an active commitment to research. Having established the foundations of international recognition for quality in research in the health sciences, the University is increasing its capacity for quality research in the social sciences, arts and humanities. AKU's research funding portfolio and its contribution to the knowledge society in terms of scholarly published work have grown exponentially over the last few decades. Rather than accepting research funding as an output, we believe that research funding is an input that drives knowledge creation and creates impact in the communities we serve. Since its inception, AKU's research agenda has focused for the most part on the health sciences, with exceptional work in maternal and child health, early childhood development, infectious diseases, and recent successes in non-communicable diseases. Progress has also been made in the areas of school improvement and teacher education, and in the study of Muslim civilisations. However, AKU recognises that there is more work to be done to achieve its goal of becoming a research-led university.

### WHERE WE ARE GOING

Moving forward, AKU will advance its research mission through continued identification and support of relevant initiatives using the core principles of IQRA (Impact, Quality, Relevance, and Access). We are re-evaluating and expanding our research capacity to ensure that we recognise and support the full spectrum of scholarship and activities that are integral to a research-led university. We will invest in strengthening our research infrastructure and research administration; in developing human capital, especially early career investigators, to assist their progress towards becoming independent scientists; and in fully leveraging our presence in six countries across three continents. AKU will invest resources to improve understanding of the science of human-centred digital pedagogy, research in Indian Ocean Studies, along with research and scholarship that spans fields such as basic and biological sciences, environmental sciences, arts and humanities, and social sciences. In particular, we aim to identify and support areas of research that are transdisciplinary and require collaboration and engagement from multiple disciplines and entities across various geographies within AKU. We will build on our network of university partners and entities within the AKDN to position AKU as a knowledge society leader by generating evidence that is both contextually relevant as well as locally and globally impactful.

AKU will strive to create a culture of innovation and collaboration, where scholars are encouraged to work together to tackle complex problems and identify solutions that have societal significance, particularly in the Global South. To ensure adequate support structures to attain this objective, we will improve research governance and research facilitation capacity by creating a framework to

uplift the skills and leadership of our global research office staff. Through these efforts, AKU will strengthen its position as a leader in research and scholarship in the years to come.

## HOW WE WILL GET THERE

**Identifying and Nurturing Emerging Research Themes:** We are dedicated to staying attuned to emerging themes that are relevant to the societies in which we operate. We recognise the increasing importance of mental health and environmental sciences and believe that AKU has a unique opportunity to lead the charge in these areas. To this end, our Brain and Mind Institute is well-positioned to spearhead research related to mental health issues. Our research centre in Arusha (Tanzania) and the Link Road site in Karachi will serve as pivotal research sites for environmental sciences. These efforts will be supported by the collation of AKU resources across its campuses in the areas of environmental sciences and climate change, allowing the University to make significant contributions to the fields of environmental sciences, climate change and population health. In augmenting our research structure, we will support emerging themes in big data, digital innovation, Indian Ocean Studies and the politics of resources and mobility, non-formal education including out-of-school children, human-centred digital pedagogy, stem cell research, omics-based research and discovery, and the use of gene editing technology—including the use of Clustered Regularly Interspaced Short Palindromic Repeats (CRISPR)—to solve relevant health problems in LMICs. We will develop and streamline our pipeline of patents with good business plans to ensure their wide dissemination, led by AKU’s Technology Innovation Support Centre. Lastly, with the implementation of electronic health records across AKU, we will leverage, strengthen, and extend our use of data science to further the concept of a ‘Learning Health System,’ in which evidence informs care and care informs evidence.

**Continue to Nurture Areas of Established Strength:** We remain committed to focusing our collective efforts on areas where we have established a strong foundation. Thematic areas of strength include but are not limited to digital humanities, reproductive, maternal, neonatal, child and adolescent health, communicable diseases, cardiometabolic diseases, cancer, clinical research (e.g., the establishment of Clinical and Translational Research Incubator in Pakistan), trauma and emergency medicine, early childhood development, the history of Islamic cultures, and politics and society in contemporary Muslim contexts, and teacher education and assessment. For these established themes, we will place a premium on research that is cross-cutting and performed across AKU campuses. Recognising the collaborative nature of research, we will continue strengthening our regional and international academic partnerships with other institutions of higher learning and with other AKDN agencies, including Aga Khan Health Services, to impact the quality of life in the Global South. We will allocate the majority of research-related resources to projects that can have a positive, near-term impact on health and the broader wellbeing of the communities we serve. We will continually seek input from our stakeholders—including the communities we serve—to create contextually relevant knowledge that addresses societal needs.

**Improve Research Governance:** With the significant expansion of our research portfolio at AKU, we recognise the importance of good research governance that facilitates research and ensures compliance. Therefore, we will ensure that we improve research governance capacity by creating a framework for strengthening the skills and leadership of our research office staff across the geographies in which we operate.

**Creating a Nurturing Environment for the Next Generation of Researchers at AKU:** AKU's long-term success and sustainability depend on the development of human capital in LMICs. Accordingly, we will develop intramural funding models and leverage existing extramural funding mechanisms to ensure sustainable research pathways for our post-graduate students and early career faculty. These efforts will include resources for training and career development, creation of contextually relevant mentoring frameworks, time protection, and project support to allow early career researchers to engage in holistic professional development. We will also develop innovative models to hire and retain post-docs as research faculty and provide pathways to ensure that adequate time protection and mentoring resources are provided to retain and nurture the best available talent.

**Contextually Relevant Research Metrics and Improved Knowledge Dissemination in LMICs:** To ensure both the contextual relevance of our research output and the use of quality indicators that speak more authentically to impact in the communities we serve, AKU will employ the United Nations' Sustainable Development Goals (SDGs) framework where applicable to help us define an applied research agenda and evaluate our progress in addressing local and global challenges and contributing to a sustainable and equitable future for all. Where appropriate, we will prioritise thematic areas of research that directly align with the UN SDGs. In addition, we will seek to integrate the SDGs into all aspects of our research, from design to implementation to dissemination. We will develop a research metrics tracking workgroup to monitor and benchmark metrics to gauge AKU's research and implementation science contribution to UN SDGs and ensure that research contributions from health sciences, social sciences, and humanities are broadly captured and disseminated. Lastly, we will develop a robust strategy to best communicate and disseminate our research findings to diverse audiences using print material, social media, research magazines, research journals, news media, etc. In this respect, AKU will take the lead in creating authoritative journals in medical and social sciences with the highest editorial standards that disseminate LMIC research to a global audience.

## 3 LEARNING HEALTH SYSTEMS

*AKU will create learning healthcare systems that harness our hospitals and research-focused medical and nursing schools, utilising state-of-the-art technologies for optimal patient care.*

### WHERE WE ARE

The University takes great pride in its world-class healthcare network, which has earned international accreditation from prestigious organisations such as the Joint Commission International and the College of American Pathologists. Our hospitals offer high-quality healthcare services and serve as the primary sites for clinical training for the University's Medical Colleges and Schools of Nursing and Midwifery in Pakistan, Afghanistan, and East Africa. Currently, the AKU health network serves approximately two million patients annually through seven hospitals that provide primary, secondary and tertiary care and form the foundation of our network of 356 health centres spread across Pakistan and East Africa. Our hospitals are renowned for delivering advanced diagnostic and therapeutic options for a wide range of diseases and conditions in their regions.

Since their inception, the hospitals have continued to grow in bed size, volume, range of services and infrastructure, while constantly adapting to meet the evolving healthcare needs of the communities they serve within the context of the Global South. The hospitals' patient welfare programmes provide life-saving care to thousands of impoverished individuals.

### WHERE WE ARE GOING

We are committed to making significant strides in healthcare and becoming a regional leader. Our strategy involves leveraging the AKDN platform, partnerships, brand, and competitive positioning in South/Central Asia and East Africa. To achieve our goal, we will focus on continuously learning and improving our healthcare systems by using data and evidence. Using evidence-based and data-driven best practices, we will continue to monitor and improve the quality of care we deliver. To expand access and enhance global reach, we will use technology to provide high-quality, coordinated care through segmented experience. Our plan also involves strategically expanding our health services across our regions to improve access and reach.

We recognise the importance of investing in our human resources, building new infrastructure, and equipping ourselves with state-of-the-art technology in medicine to increase our capacity. As part of our mission to improve the quality of people's health, we are bettering the way we operate and engage with the communities we serve to ensure we are meeting their needs and improving their experience.

Our financial performance is also a priority, and we will focus on increasing volumes and Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) to enhance access to healthcare for the disadvantaged. We are dedicated to improving the overall health and wellbeing of the people in our regions by providing excellent care that is accessible, innovative, and responsive to their needs.

## HOW WE WILL GET THERE

**Learning Healthcare Systems/Communities:** To achieve our goal of creating learning healthcare systems (LHS), we will focus on providing patient-centred care that complements the existing public healthcare systems. Our hospital- and research-focused schools of medicine and nursing will work together to capitalise on the unique advantage that we have. We will harness contemporary technology and data support structures to enhance our capacity to collect and use data and evidence to measure, evaluate and improve patient and public health. Decision support tools, patient-centred care, and clinician-community links will also assist in learning and health through clinical decision-making activities. We will strive to create a supportive policy environment that includes financial incentives that reward high-value care, reduced waste, increased health system performance transparency, and buy-in from LHS leadership, healthcare providers, policymakers and patients.

**Improve Quality of Care and Patient-Centredness:** We will continue to prioritise quality and patient-centredness by investing in the latest medical technologies and equipment, implementing best practices for patient care, reviewing and updating policies and procedures, and creating a welcoming environment for our patients and their families. We will develop systems to closely monitor our quality indicators, including patient satisfaction rates (e.g., physician/nursing care), managerial quality measures (e.g., emergency room waiting time, operating room start time, pharmacy turnaround time), and targets for International Patient Safety Goals. Concerted efforts will be made to minimise hospital-acquired infections, injuries and error rates, and sentinel events, to provide the best possible care and experience for our patients and to set a new standard of excellence in healthcare.

**Support AKU's Academic Mission:** Our hospitals are committed to supporting the teaching and research missions of the institution. Hospitals will continue to train postgraduate medical education students, nurses, and other healthcare professionals to prepare them for their roles in the healthcare system. With the implementation of Electronic Health Records (EHR), detailed below, we will leverage best practices to allow data and evidence to guide research into the drivers of the quality of care we deliver as well as implementing best practices to improve the quality of care.

**Implementation of Electronic Health Records (One-Health):** We will offer coordinated and seamless patient care with better clinical outcomes to all patients by implementing electronic health records (EHRs) across our healthcare system. AKU has already begun implementation in East Africa, with Pakistan and Afghanistan to follow. In all our geographies, the implementation of EHR will enable us to extend eHealth activities in collaboration with the Aga Khan Health Services (AKHS) and other facilities. This will help us emerge as a regional leader in high-quality coordinated care.

**Develop AKDN Integrated Healthcare in Asia and Africa:** We aim to contribute to the development of systems that encompasses primary, secondary and tertiary care by working



closely with AKHS to integrate services and create a strong referral system. We will utilise the hub-and-spoke model and create clusters of healthcare facilities throughout the region. This will enable us to distribute healthcare services in a network with a central tertiary care hospital acting as the hub, complemented by secondary care hospitals, acting as both hub and spoke, and outreach centres acting as spokes. This includes the use of methodologies such as teleconsultations to expand our reach. By doing so, we will improve the delivery of healthcare services through better coordination, better redirecting patients to the appropriate facility, and ensuring seamless care for our patients regardless of their location.

**Expansion of Healthcare Facilities and Services:** We plan to expand our healthcare facilities and services to meet the needs of our growing patient population. Plans that are active or under consideration include a new hospital in Kampala, introducing new services (e.g., Bone Marrow Transplant, Kidney Transplant, and Cosmetology in East Africa), and working towards the master plan and development phasing of the 3rd Parklands campus in Nairobi. We will also initiate the Expanded Medical Complex Phase 1 in Afghanistan, subject to security conditions and funding. We will conduct feasibility studies on the expansion of healthcare services in Pakistan through new hospitals or medical centres in Lahore and Islamabad. We will balance and sequence any planned expansion over the next five years against the priorities of increasing volumes and expanding access to the disadvantaged.

**Increase Access to the Disadvantaged:** We are committed to increasing access to healthcare for the disadvantaged. To achieve this, we will increase the bandwidth of our patient welfare funds through fundraising and improve the process of disbursing patient welfare to ensure that those in need receive the care they require. This effort will also be supplemented by reaching out to the disadvantaged through initiatives such as low-cost high-volume centres, again working in collaboration with AKHS.

## 4 PARTNERSHIPS AND COLLABORATIONS

*AKU will build and strengthen national and international partnerships to cultivate mutually beneficial relationships to deepen its impact.*

### WHERE WE ARE

AKU has a proud history of building strong and effective partnerships that have played a pivotal role in its growth and development. Our institution recognises that collaborations with local and international organisations, governments and leading universities are vital in achieving our mission to improve the quality of life and serve the needs of the diverse communities we serve. Over the years, AKU has established numerous innovative partnerships which have yielded vital resources, knowledge and expertise to address some of the most pressing challenges facing society today. These partnerships have been instrumental in expanding AKU's reach and impact and have positioned us as a leader of academic and research collaborations in the Global South.

### WHERE WE ARE GOING

As AKU moves forward, it remains committed to building new partnerships and collaborations with a range of national and international organisations and institutions to further its mission of advancing knowledge and improving the quality of life in the communities it serves. As a relatively young university, AKU understands that its strength lies in its diversity and commitment to quality, rather than scale. To multiply its impact, AKU aims to collaborate with its various partners, including other AKDN agencies, partner universities in the Global North and West, as well as universities in the Global South. AKU intends to explore new pathways for partnerships through the expanded AKDN presence in Portugal. AKU also recognises the importance of building new connections with government and civil society to enhance the quality of life for people. AKU's academic plans reflect innovative initiatives that diversify and expand its educational, community outreach, and research activities through collaborations and partnerships.

### HOW WE WILL GET THERE

**Deeper Integration and Partnership with AKDN Agencies:** We will leverage our global presence and the AKDN partnership ecosystem to work with relevant Network entities in areas of common interest, to build greater synergy, particularly with the Aga Khan Health Services (AKHS), the Aga Khan Schools (AKS) and the Aga Khan Foundation (AKF). We remain committed to identifying opportunities for institutional synergies to support AKDN-wide priorities and will develop clear plans and partnership agreements to ensure successful, mutually beneficial collaboration. This includes implementation and support for EHR and PeopleSoft at AKHS, EA and the Aga Khan Schools and Academies. It also includes leveraging the virtual learning environment at AKU to offer programmes to AKDN communities not only within Pakistan and East Africa, but also internationally (e.g., Syria, Afghanistan). We will revive our latent volunteer services function to secure missing expertise in critical areas, including through the Ismaili Community's Time and Knowledge Nazrana (TKN) volunteer programme.

**Build and Strengthen Institutional Partnerships:** We intend to build new and expand existing

relationships with other universities, and with development and funding partners working in aligned areas globally through strong value propositions, partnership management and development. Through university partnerships, we will explore opportunities to develop dual degree programmes, summer schools, commence student exchanges, organise short courses and co-host public events. We are committed to fostering collaboration with longstanding programming and funding partners who share our values and vision for a better world. Strengthening relationships with national, provincial and local governments and likewise with universities in the countries where we operate will continue to be a priority. AKU will strengthen partnerships with national, provincial and local governments to maximise social impact in the areas of immunization, emergency response and other critical, high-need areas.

**Deeper Linkages with Policymakers and Industry:** We intend to expand, deepen or develop new partnerships with policymakers to ensure meaningful change and impact of the University's work. Likewise, linkages and partnerships with relevant industry partners will be built for increased relevance and greater impact of AKU's academic outputs. Beyond research and collaboration, AKU will also seek new alliances to support the scholarship of teaching and learning.

## 5 SUSTAINABILITY AND GROWTH

*AKU will enhance its institutional resilience and sustainability by strengthening and securing its human, financial and physical resources, as well as safeguarding its academic freedom. AKU's approach to growth will be less top-down and more incremental, building from existing capacities in response to clear needs and prioritising the successful establishment of major new initiatives underway.*

### WHERE WE ARE

As a private, not-for-profit university it is of paramount importance for AKU to operate sustainably. Significant efforts have been made to ensure that sustainable practices are followed in all aspects of the University's operations, from its physical infrastructure to the quality and relevance of its educational programmes. The financial sustainability of AKU's academic programmes remains a challenge both in the areas where we operate and the communities we serve. Our commitment to quality comes at a high cost, while our commitment to access limits our ability to pass on the full economic cost of programmes to our students.

While AKU plans to expand its academic offerings and healthcare services and facilities over the next five years, it will not launch major new initiatives without both a clear assessment of the implications of expansion on the University's hard and soft infrastructure, and a plan for meeting the new initiative's financial, technical and human resource requirements. Moreover, it will prioritise the establishment and sustainability of significant new initiatives underway, notably the undergraduate arts and sciences programme in Pakistan and the undergraduate medicine and nursing programmes in East Africa.

### WHERE WE ARE GOING

AKU's transition from a needs-blind policy to needs-sensitive financial aid for students is a major shift in approach that will enable us to provide a sharper focus on admitting the brightest students with limited or no capacity to pay tuition. This approach will help us improve the financial sustainability of our programmes while remaining true to our foundational obligation to the values of IQRA. Efforts are also underway to reduce reliance on income from health services and create new revenue streams. The University's advancement strategy will continue to expand opportunities to engage diverse constituencies, including donors, alumni, foundations, bilateral and multilateral institutions, corporations and others. In addition, we will continue to implement sustainable governance practices to streamline the academic decision-making process, ensuring the autonomous operation of the academy.

### HOW WE WILL GET THERE

**Academic Reviews:** AKU will undertake systematic, in-depth reviews of all academic programmes, including an examination of financial structure and stability. Tuition fees will also be reconsidered in comparison with the market, and staffing levels will be reviewed.

**Financial Sustainability:** We will strive to create stable income streams to sponsor professorships, chair positions and student scholarships. Our deans will actively assist in growing endowments, using methods such as naming existing spaces, campaigns and anniversary celebrations. We will regularly communicate with various constituencies, including individual donors, faculty and staff, alumni and grateful patients, to create a regular cadre of supporters. Fundraising for buildings, endowments, scholarships, and welfare and Zakat will continue through multiple channels. Additionally, we will pursue grant funding from bilateral and multilateral organisations, foundations and other donor agencies. Our faculty will be encouraged to seek grant income to support their academic and research undertakings. We will also launch volunteer fundraising committees to attract funds for various causes.

**Revenue Diversification:** The University recognises the need to diversify its revenue sources by creating new income streams through various means such as investing in research and development, exploring the possibility of strategic partnerships with industries, developing business models for our patented products and solutions, and creating innovative programmes that are in line with market demands. Additionally, we will explore the potential of creating innovative products and offerings in academia and health services that can generate alternative revenue streams. The newly established Business Development Unit at AKU will be a driver of the University's revenue diversification efforts. While the mandate of the BDU is currently under development, we anticipate that it will identify and assess new revenue opportunities including the commercialisation of patents, new sources of revenue for health services, provision of consultancy services, and the optimum utilisation of land and buildings.

**Brand and Positioning through Strategic Communications:** AKU's communications is focused on strengthening and sustaining the reputation of the University as a valued international institution with local relevance and impact. This includes efforts to refresh its brand for a rapidly evolving new generation of students and supporters, who primarily communicate on digital and social platforms. Our focus will be on storytelling and engagement to bolster AKU's voice across all channels to make known the University's impact on human well-being globally. We will leverage innovative tools and platforms to engage our stakeholders and share our success stories. Through our integrated communications approach, we will strengthen AKU's brand and reputation and showcase our commitment to providing world-class education and healthcare services to our diverse communities.

**Developing and Nurturing Diverse Talent:** To maintain its position as a leading academic and healthcare institution, AKU will prioritise recruiting and retaining top talent—while recognising the significant challenges posed by the often unstable political and economic environments in which we operate. We will explore new approaches to attract and retain a diverse range of faculty, staff and students from different backgrounds, experiences and perspectives to foster a rich learning and working environment, including heightened attention to professional development and exchange

opportunities across campuses, virtual and blended programme delivery to access faculty talent from around the world, and investment in life-long and continuing professional development. AKU will also prioritise developing local talent to fill leadership positions and ensure a strong pipeline of future leaders.

**Institutional Autonomy:** AKU is committed to maintaining its institutional autonomy as it envisions its future. The institution will strategically position itself to safeguard its independence from external forces, ensuring that decision-making processes remain internal and aligned with its core values and mission. By implementing robust governance structures and policies, AKU will protect its institutional freedom and maintain control over its policies, principles, initiatives and administrative affairs. AKU will actively seek partnerships and collaborations that respect and uphold its autonomy.

**Academic Freedom:** Academic freedom is an essential value of any world-class university. This involves the freedom to have and share different opinions and ideas, encourage the asking of difficult questions and the discovery of innovative solutions. In a commitment to enshrine this value, AKU will establish robust processes for academic decision-making within the institution. To this end, we will create a culture of respect and reliance on clearly defined transparent processes for faculty selection (i.e., who will teach), student admissions (i.e., who will be taught), and curriculum content and delivery (i.e., what is taught and how it is taught). Peer review will be at the heart of our decision-making process; this is a critical foundation for academic excellence.

Additionally, we will support a self-governing process for academic decisions through our Academic Council/Senate, University Research Council, and an Academic and Student Affairs Committee (ASAC) of the Board of Trustees. Our goal is to promote greater academic freedom and autonomy at AKU and ensure that our academic decision-making processes are transparent, equitable and effective.

**Improve and Protect the Built Environment:** In the next five years, the University will focus on improving its infrastructure and providing better facilities for its users while upholding the built environment philosophy of blending culture and convenience into local constructions. Campus plans will guide major enhancements and actions, such as constructing the Academic Services Building, Student Housing, and the University Hospital in Kampala, and completing the Centre of Excellence in Women and Child Health Building on Stadium Road in Karachi. The University will also prioritise protecting and developing its land in Tanzania, including the Manyara site through the Arusha Climate and Environmental Research Centre, the Sam Nujoma site in Dar and other AKU properties. Additionally, AKU will use the facility condition index to address deferred maintenance needs and budget annual investments to ensure that the condition of facilities at each campus improves.

## 6 ENVIRONMENTAL PROTECTION AND STEWARDSHIP

*AKU will promote an integrated approach to environmental education, research, policy advocacy and practical application. It will leverage its education, research and health services expertise and resources to provide leadership on climate change over the next five years.*

### WHERE WE ARE

AKU is committed to protecting the environment, minimising any negative impact and mitigating the climate crisis. Despite this being a cross-cutting theme, we are purposely identifying the environment as a separate component of AKU's strategic framework to give it due importance. We are taking active steps to reduce our carbon footprint by implementing sustainable practices in all aspects of our operations, including addressing energy use and renewable energy installations, management of waste (reducing paper use and responsible water use), refrigerant and anaesthetic gases, as well as transportation. New buildings are designed to meet EDGE (Excellence in Design for Greater Efficiencies) certification standards developed by the International Finance Corporation, which promote sustainable building practices. We aim to create a culture of sustainability among our community, and we will continue to educate, build capacities and raise awareness about environmental issues through various initiatives and programmes.

### WHERE WE ARE GOING

We are committed to promoting a culture that espouses environmental sustainability at AKU involving every aspect of university life. Our vision is to mobilise our internal community and engage external stakeholders to become change agents in protecting the environment and addressing climate change. The pressing issues around the climate crisis and environmental degradation demand urgent action, particularly as they have an outsized impact upon many of the communities we serve. Our guiding principles are outlined in the AKDN Environment and Climate commitment statement, which includes responsible stewardship, a focus on improving the quality of life for vulnerable communities, socially responsible leadership and leading by example.

### HOW WE WILL GET THERE

**Environmental Research Centres:** Our recently established 3,700-acre Arusha Climate and Environmental Research Centre in Tanzania will be a living laboratory, demonstration and community collaboration space focusing on studies related to climate change, environmental stewardship, biodiversity, agriculture, community engagement and other fields. In partnership with local, regional and global institutions we will conduct joint research and allow faculty and student exchanges. Further, researchers at our Link Road site in Karachi will carry out similar undertakings in environmental research.

**Environmental Education and Advocacy:** We plan to integrate environmental and climate literacy into relevant curricula across AKU programmes. We will leverage our existing strengths to do so, such as the work under the Section of Environment and Occupational Health within

the Department of Community Health Sciences, or the strand in K-12 education incorporating sustainable environment and related policy advocacy. Through its curricula and a designated major in ‘environmental biology’ the undergraduate Arts and Sciences degree programme will address this theme in an interdisciplinary manner.

Over the next five years, AKU intends to develop a focus on population and planet health located in the Department of Community Health Sciences but with strong synergies with the FAS to provide a platform for interdisciplinary collaboration—integrating expertise from various fields, including environmental science, policy and economics—to address complex environmental challenges. We will continue to develop high-quality communications assets, such as the award-winning film series, *Giving Nature a Voice* and *Voices from the Roof of the World*. These series raise awareness of critical environmental issues and offer insights into the tangible impact of climate change on local populations, all while advocating for change in practices to protect the environment.

**Climate Change:** Climate Change will be an important strand in this theme, especially as it relates to public health. At the AKU Institute for Global Health and Development (IGHD), research, education and policy advocacy on issues arising from climate change will be central. The Institute will look at the impact of climate change natural disasters and changing weather patterns on the economy of a country or region and on the life and wellbeing of its people.

**Goal Net Zero:** To complement our educational and scholarly work, the University has set a goal to reduce our operational greenhouse gas emissions to net zero by 2030. We will reduce operational emissions in line with the science by innovating on and implementing decarbonisation measures in four main areas (renewable energy, energy efficiency, decarbonising buildings, and practice changes). We will formulate policies and processes to encourage suppliers and partners to take sustainability actions.



## 7 LEVERAGING DATA SCIENCE AND TECHNOLOGY

*AKU will foster a data-driven approach in education and healthcare, while promoting process automation and utilising state-of-the-art technology to enhance efficiency and outcomes.*

### WHERE WE ARE

Our broad portfolio of research allows us to gather and access an abundance of national and international data. We are mindful of and committed to the ethical and responsible use of data. With increased research, we are generating more data than ever, requiring a more systematic approach to gathering, accessing and analysing data— both qualitative and quantitative—that can be used for evidence-based decision-making.

### WHERE WE ARE GOING

As evidenced by the implementation of the University hospitals' electronic health records systems, the establishment of the Centre for Digital Humanities, and the Health Data Science Centre, the ability to analyse and interpret data has become increasingly important in AKU's education, research, and health systems. As an institution of higher education that produces knowledge, we recognise the significance of data and have made it a core component of our strategic framework. In collaboration with industry partners and other universities, we aim to develop new tools and techniques for analysing and interpreting data. Additionally, we will explore new areas where data can be used to drive innovation and improve our world. Data is a thematic pillar central to our University's mission. We are dedicated to equipping our students and faculty with the skills, knowledge and resources needed to work with data effectively and responsibly.

### HOW WE WILL GET THERE

**Leveraging Data from Electronic Health Records (EHR):** We are actively supporting the implementation of electronic health records, which will allow for substantial data capturing for research purposes and evidence-based decision-making in health science and beyond. We will develop robust policies to ensure both data safety and facilitate research that informs evidence-based patient care.

**Health Data Science Centre:** This new initiative (initially in Pakistan with plans to expand to East Africa) will positively impact the healthcare system with a specific focus on understanding the disease burden in the country. The Centre will be a leader in developing a health data ecosystem that informs disease priorities and guides the action of policymakers in Pakistan and beyond. The Centre will train the next generation of health data science leaders who will traverse the realms of public health, health system policy and data science. The Centre will also use surveillance and cloud computing to track, map and mitigate communicable and non-communicable diseases in Pakistan.

**Academic Programmes in Data Science:** We will demonstrate our academic commitment to data science by launching graduate programmes in Bioethics and Health Data Science. Machine

learning and Artificial Intelligence (AI) will be significant tools employed in our academic work to promote critical thinking and problem-solving. More significantly, as machines behave more and more like humans, coursework, examination and programmes will integrate philosophical and ethics-based skills, instrumental in the development and management of AI solutions. For example, the UZIMA Data Science Centre aims to address computational, analytical and governance-related barriers that impede our ability to use data and information to improve healthcare. We are also committed to exploring and assuming a leadership role in leveraging and developing an ethical framework for disruptive and opportunistic AI-based technologies, such as ChatGPT, specifically in the context of LMICs, and particularly in Pakistan and East Africa.

**Data Accessibility and Governance:** Recognising the interconnectedness of our data, we intend to develop a more collaborative culture around data and treat it as a shared asset. This will apply not just to the data from health sciences but also to other large repositories of data, such as K-12 student achievement data maintained by the AKU Examination Board. We will provide training to improve understanding of the University's role in data and how our data is linked elsewhere. We will also provide a clear framework for preventing data loss or breaches, including clear governance processes to control data processing and retention. We will ensure that we are fully compliant with national and international regulations of data protection and privacy. We will also leverage technology to collect, protect, deliver and share data more quickly.

**Digitisation of Processes:** To enhance the efficiency and effectiveness of our operations, we will digitise our processes not just in the Academic, Research and Healthcare areas. Digitisation of process will also be carried out for our support services including our divisions of Human Resources, Finance, University Advancement and Project Management. This will involve leveraging cutting-edge technologies to streamline workflows, optimise resource utilisation and improve the overall quality of service we deliver. Our goal is to empower our staff with the tools and resources they need to provide the highest level of service possible. We recognise that digital transformation is an ongoing journey, and we remain dedicated to investing in innovative solutions to stay ahead of the curve and deliver world-class healthcare services to our patients and the community at large.

## CONCLUSION

The 2024-2028 framework of themes, goals and related actions/strategies provides an important roadmap for the University to follow over the next five years. If progress against this Strategic Plan is rigorously monitored, it will indeed play an important role in meeting the Mission and Vision of the University. Reflecting the 40th anniversary theme, “AKU Onwards”, the Strategic Plan builds upon the strengths of our first four decades, providing a firm foundation for future accomplishments.

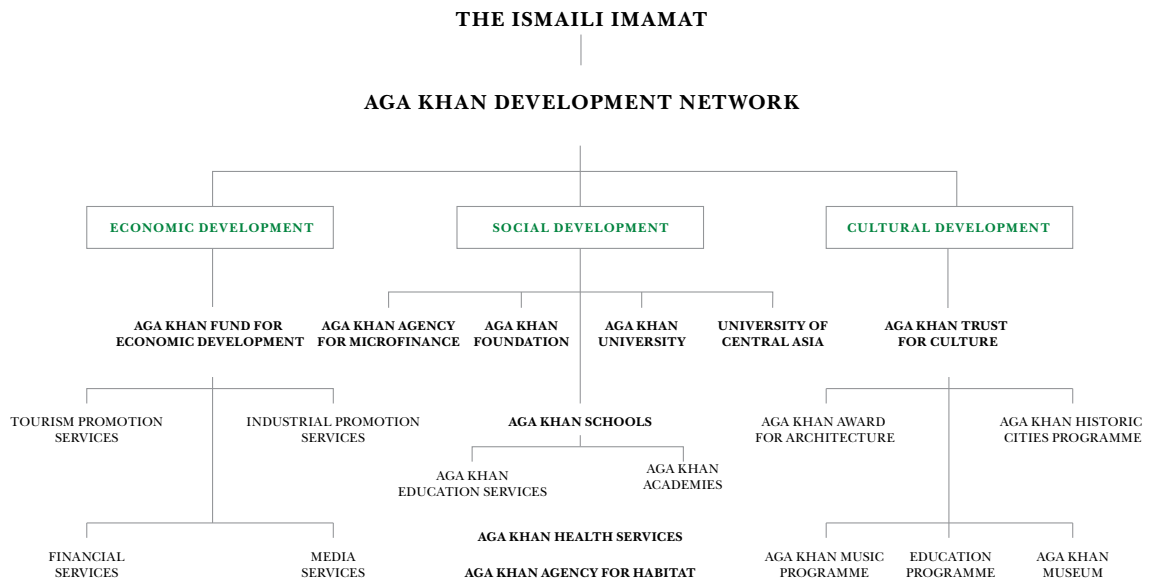
### **Our vision is that, by December 2028 the Aga Khan University will have:**

- broadened and diversified its portfolio of degree and diploma programmes, and continuing, virtual and lifelong learning opportunities—all informed by the health and social needs of the communities it serves. Moreover, the Faculty of Arts and Sciences will be securely established and have graduated its inaugural cohort of students.
- become a fully research-led university with measurable impact on the quality of life of populations it serves in low- and middle-income countries and with a global reputation as a leader in the creation and dissemination of meaningful knowledge.
- created learning healthcare systems that harness our research-focused medical and nursing schools, utilising state-of-the-art technologies for optimal patient care. With the completion of the University Hospital in Kampala, Uganda, AKU’s learning health systems will include eight hospitals and will have made substantial progress toward fully integrated healthcare systems in Pakistan and East Africa.
- forged new and enhanced existing institutional partnerships that contribute to the University in meaningful ways; and deepened collaboration with other AKDN agencies.
- improved its institutional resilience, self-sufficiency and sustainability by strengthening and securing its human, financial and physical resources, as well as safeguarding its academic freedom
- adopted an integrated approach to environmental education, research, policy advocacy and practical application; leveraged its education, research and health services expertise and resources to provide leadership on climate change. It will be on track to achieve net-zero greenhouse gas emissions by 2030.
- established itself as a Digitised University, with an enterprise-wide digital management system.
- continuously improved its student experience, patient experience and faculty and staff engagement.
- Fostered a ONE AKU culture of innovation and excellence, underpinned by its IQRA values.

Over the next five years, our growth will be deliberate, well-considered and in some cases slower than might be urged by the needs or wishes of AKU’s constituencies. We will continually assess the feasibility of our planned strategies and make adjustments accordingly, ensuring our adaptability to evolving circumstances in our diverse operating environments.

## AN INTEGRAL ELEMENT OF THE AGA KHAN DEVELOPMENT NETWORK

As part of the broader Aga Khan Development Network (AKDN), the Aga Khan University has a unique advantage and opportunity to collaborate with various entities within the AKDN in social, economic and cultural development areas that align with our common interests. AKU is fully committed to pursuing the opportunities provided by the AKDN to enhance its educational, research and service activities, and to contribute to the development of the communities it serves.



**AKDN**

AGA KHAN DEVELOPMENT NETWORK



**40** AKU  
*onwards*

AKU  
ONWARDS