

Influence of Structural Adaptation on the Performance of Church-Owned Universities in Nairobi County, Kenya

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Abstract

Church-owned universities operate under growing pressure to sustain enrolment, financial viability, research productivity, service quality, and stakeholder confidence while preserving their faith-based identities. This study examined the influence of structural adaptation on the performance of church-owned universities in Nairobi County, Kenya. Dynamic Capabilities Theory guided the study. A descriptive cross-sectional survey design was adopted, targeting 75 senior administrators from 15 church-owned universities through a census. Forty-four usable questionnaires were returned, representing a 58.66% response rate. Data were collected using a structured questionnaire and analysed using descriptive statistics, Spearman's rank correlation, and binary logistic regression. Respondents reported high levels of structural adaptation, particularly in role clarity ($M = 4.39$, $SD = 0.784$), interdepartmental collaboration ($M = 4.30$, $SD = 0.823$), and alignment of structures with strategy implementation ($M = 4.27$, $SD = 0.788$). Structural adaptation had a positive but nonsignificant bivariate association with the continuous performance index ($\rho = .275$, $p = .071$). In the prespecified logistic model using a median-dichotomised performance outcome, structural adaptation significantly increased the likelihood of classification as a higher-performing university ($B = 1.375$, $SE = 0.679$, $Wald = 4.099$, $p = .043$, $OR = 3.957$). Model fit was acceptable (Hosmer-Lemeshow chi-square = 4.693, $p = .790$), with Cox and Snell $R^2 = .128$ and Nagelkerke $R^2 = .185$. The study concludes that adaptive structures, clear responsibilities, delegated authority, effective coordination, and periodic structural review strengthen institutional responsiveness and performance. University councils and management teams should align reporting relationships and decision processes with strategic priorities while managing the uncertainty that may accompany restructuring.

Keywords: *Structural adaptation, institutional performance, church-owned universities, strategy implementation, dynamic capabilities, Kenya*

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1. Introduction

University performance is a multidimensional concept reflected in student enrolment and retention, financial sustainability, teaching quality, research productivity, innovation, operational efficiency, and stakeholder satisfaction (UNESCO, 2024). Higher education institutions are increasingly expected to demonstrate satisfactory outcomes across these dimensions while responding to rapid technological changes and evolving labour-market

requirements (OECD, 2023). Universities must also address stricter regulatory requirements, changing student expectations, and growing competition for students, funding, and qualified academic personnel (Commission for University Education [CUE], 2024). Teece (2022) argued that institutional performance in changing environments depends on the ability of organisations to reconfigure their structures and resources in response to emerging conditions. These pressures are particularly significant for private and faith-based universities because they must remain academically competitive and financially sustainable while preserving their religious values and distinctive institutional identities (Bamberger et al., 2021).

Church-owned universities make an important contribution to Kenya's higher education system through teaching, research, professional development, ethical leadership formation, and community service (CUE, 2024). Their faith-based orientation enables them to integrate moral values, social responsibility, and service to society into their academic programmes and institutional practices (Wodon, 2022). Despite this contribution, church-owned universities operate in an increasingly demanding environment characterised by fluctuating enrolment, rising operational costs, changing programme preferences, and expanding technological requirements (Munene, 2021). The Universities Fund (2024) observed that private universities depend substantially on tuition revenue, making their financial performance sensitive to student recruitment, retention, and households' ability to meet educational expenses. These institutions must simultaneously retain qualified employees, improve research productivity, modernise learning systems, maintain infrastructure, and comply with national quality standards (CUE, 2024). Competition has also intensified because Kenya's higher education system comprises more than 70 accredited universities offering increasingly similar programmes to a shared student market (CUE, 2024).

Responding effectively to these pressures requires church-owned universities to move beyond strategic planning and establish organisational structures that facilitate implementation. According to Hrebiniak (2013), well-designed strategies may fail when decision-making processes are slow, responsibilities are unclear, and organisational coordination is weak. Daft (2021) explained that organisational structure determines how authority is distributed, responsibilities are assigned, information is communicated, and institutional activities are coordinated. Universities with adaptive structures are therefore better able to respond to regulatory reforms, technological developments, stakeholder expectations, and emerging educational opportunities (Teece, 2022). Clauss et al. (2022) further established that structural flexibility strengthens organisational responsiveness by supporting faster decisions and improved coordination.

Structural adaptation involves deliberate changes in governance arrangements, reporting relationships, decision-making authority, employee responsibilities, communication channels, and operational processes (Daft, 2021). A rigid structure may delay institutional decisions, restrict collaboration, weaken accountability, and impede strategy implementation (Hrebiniak, 2013). Conversely, an adaptive structure may shorten information flows, clarify responsibilities, support cross-functional collaboration, and improve institutional responsiveness (Clauss et al., 2022). Within church-owned universities, however, structural adjustments must balance professional management requirements with ecclesiastical oversight, shared governance, regulatory obligations, and institutional identity (Wodon, 2022). The present study therefore examined whether structural adaptation influenced the performance of church-owned universities in Nairobi County, Kenya.

1.1 Problem Statement

Sustainable university performance is necessary for maintaining academic quality, financial stability, student retention, research productivity, and stakeholder confidence. However, church-owned universities in Kenya operate under increasing financial, technological, regulatory, and competitive pressures. The Universities Fund (2024) reported that private universities depend heavily on tuition revenue, making their performance vulnerable to declining enrolment, student attrition, and changes in households' ability to finance education. The Commission for University Education (2024) further indicated that universities must satisfy demanding standards relating to governance, academic quality, staffing, infrastructure, research, and student support.

Despite developing strategic plans, some church-owned universities continue to experience enrolment instability, financial constraints, limited research visibility, delayed decisions, and difficulty responding to environmental changes. Hrebiniak (2013) associated ineffective strategy implementation with unclear responsibilities, fragmented coordination, and inefficient reporting relationships. Teece (2022) established that organisations require adaptive structures to reconfigure resources and respond effectively to changing conditions. Clauss et al. (2022) similarly found that structural flexibility improves coordination, responsiveness, and organisational performance.

Nevertheless, existing studies have largely examined structural flexibility within commercial organisations and contexts outside Kenya's faith-based higher education sector. University performance studies have mainly concentrated on leadership, financing, strategic planning, technological adoption, and human-resource capabilities, giving limited attention to structural adaptation as an independent determinant of performance. Moreover, limited evidence explains how the distinctive governance relationships among university management, councils, sponsoring churches, regulators, employees, and students affect structural adaptation. Consequently, contextual and empirical gaps remained regarding whether reporting relationships, decision authority, role clarity, communication, and coordination influenced institutional performance. This study addressed these gaps by examining the influence of structural adaptation on the performance of church-owned universities in Nairobi County, Kenya.

1.2 Research Objective

The study sought to determine the influence of structural adaptation on the performance of church-owned universities in Nairobi County, Kenya.

1.3 Research Hypothesis

H₀₁: Structural adaptation has no statistically significant influence on the performance of church-owned universities in Nairobi County, Kenya.

2. Literature Review

2.1 Theoretical Review

Dynamic Capabilities Theory was developed by Teece et al. (1997) to explain how organisations achieve and sustain competitiveness in rapidly changing environments. The theory proposes that organisational success depends on the capacity to sense environmental changes, seize emerging opportunities, and transform existing resources and operational systems. Teece (2022) explained that sensing involves identifying changes in markets, technology, regulations, and stakeholder expectations. Seizing entails selecting and

implementing appropriate strategic responses, while transforming involves reconfiguring resources, structures, routines, and competencies to support those responses. The theory therefore extends the resource-based view by demonstrating that possessing valuable resources alone does not guarantee sustained performance. Organisations must continuously modify how their resources are organised and deployed when environmental conditions change.

Structural adaptation represents the transforming dimension of dynamic capability because it involves realigning organisational arrangements with strategic requirements. Helfat and Peteraf (2023) explained that organisational adaptability enables institutions to renew existing capabilities and respond to emerging opportunities. When a university revises reporting lines, delegates decision-making authority, clarifies employee responsibilities, establishes cross-functional teams, or streamlines communication, it reconfigures its organisational architecture to support strategy implementation. Daft (2021) observed that appropriate organisational structures facilitate information sharing, coordination, accountability, and resource allocation. Structural adaptation may therefore enable universities to respond more effectively to regulatory reforms, technological developments, financial pressures, changing student expectations, and increased competition. Clauss et al. (2022) further associated structural flexibility with improved organisational learning, innovation, and responsiveness.

Dynamic Capabilities Theory was suitable for this study because it explains how structural transformation can influence organisational performance. Church-owned universities must continually balance academic requirements, financial sustainability, regulatory compliance, stakeholder expectations, and faith-based governance. Their ability to adjust decision-making systems, reporting relationships, communication processes, and coordination mechanisms may determine how effectively they implement institutional strategies.

Nevertheless, the theory has limitations. Eisenhardt and Martin (2000) argued that dynamic capabilities are broad, context-dependent, and difficult to measure consistently across organisations. Structural changes may also arise as responses to poor performance, making causal direction difficult to establish using cross-sectional data. Furthermore, external regulations, funding constraints, and competitive conditions may affect university performance regardless of internal adaptability. These limitations necessitated cautious interpretation while supporting empirical examination of structural adaptation within church-owned universities in Nairobi County.

2.2 Empirical Review

2.2.1 Structural Adaptation and Performance of Church-Owned Universities

Organisational structures distribute authority and determine how information, decisions, responsibilities, and resources move within an institution. Structural adaptation involves modifying reporting relationships, decision-making authority, departmental responsibilities, communication channels, and coordination mechanisms to support changing strategic priorities. Clauss et al. (2022) established that structural flexibility strengthened organisational responsiveness by enabling institutions to adjust their internal arrangements when environmental conditions changed. Helfat and Peteraf (2023) similarly found that strategic agility enhanced organisational learning, innovation, and resource reconfiguration. Decentralised authority may accelerate operational decisions, while clearly defined responsibilities can strengthen accountability and reduce duplication. Cross-functional coordination may also improve information sharing and support the timely implementation of institutional strategies.

Structural adaptation does not, however, automatically produce positive performance outcomes. Hrebiniak (2013) observed that poorly managed organisational changes could disrupt established routines, create uncertainty, and generate employee resistance. Daft (2021) further argued that structural changes become effective when they are aligned with organisational strategy, technology, size, and operating environment. Their success may consequently depend on leadership commitment, employee participation, effective communication, resource availability, and an organisational culture that supports change. Structural adaptation should therefore represent purposeful institutional alignment rather than frequent restructuring. Changes are more likely to improve performance when they clarify accountability, resolve coordination difficulties, shorten decision-making processes, and strengthen strategy execution.

Within Africa, structural adaptation may be constrained by bureaucratic procedures, limited resources, centralised authority, and inflexible governance systems. Muriithi and Wanyoike (2021) associated clearer reporting relationships and flexible administrative arrangements with improved coordination and attainment of organisational goals. Ncube and Khuzwayo (2022) found that adaptive governance systems strengthened institutional responsiveness and service delivery. In Kenya, Mwangi (2022) established that organisational adaptability supported strategy implementation by enabling institutions to respond to environmental changes. Kibara (2023) similarly reported that role clarity and effective governance mechanisms improved organisational coordination and strategic performance.

Nevertheless, the reviewed studies largely examined commercial organisations, public institutions, or conventional universities. They did not adequately address church-owned universities, where managerial structures interact with university councils, sponsoring churches, regulatory agencies, employees, and students. Moreover, previous studies commonly examined general organisational adaptability without isolating structural adaptation or connecting it to multidimensional university performance. The present study addressed these contextual and empirical gaps by examining how structural adaptation influenced the performance of church-owned universities in Nairobi County, Kenya.

2.3 Conceptual framework

The conceptual framework illustrates the proposed relationship between the independent and dependent variables, as presented in Figure 1.

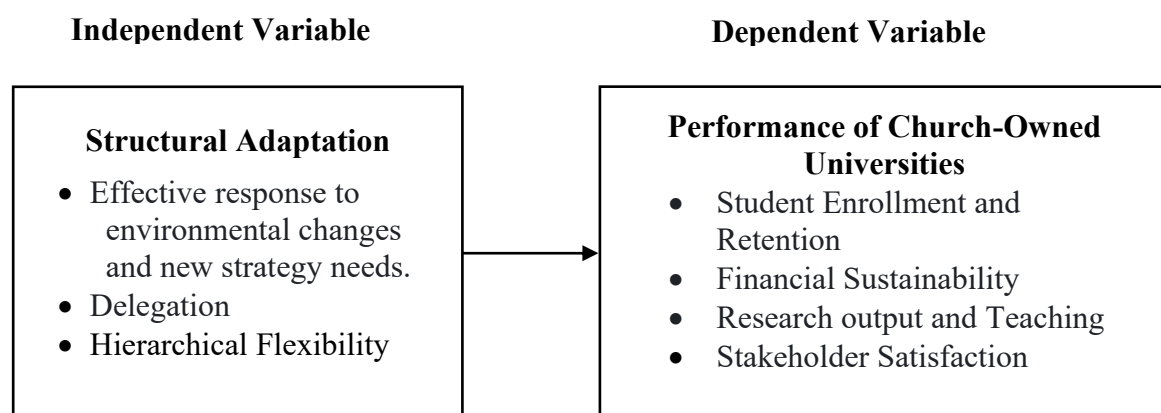


Figure 1: Conceptual Framework

3. Methodology

The study adopted a positivist research philosophy and quantitative research approach to objectively examine the influence of structural adaptation on the performance of church-owned universities in Nairobi County, Kenya (Creswell & Creswell, 2023). A descriptive cross-sectional survey design was employed to collect standardized data at one point in time and examine relationships between the study variables (Saunders et al., 2023). The unit of analysis was the church-owned university, while the unit of observation was the senior administrator involved in institutional management and strategy implementation.

The target population comprised 75 senior administrators drawn from 15 church-owned universities. Respondents included deputy vice-chancellors, chief finance officers, registrars of academic affairs, and registrars responsible for administration and planning. A census approach was adopted because the population was small and the respondents possessed direct knowledge of strategy implementation. Data were collected using a structured questionnaire containing five-point Likert-scale statements measuring structural adaptation and university performance. The instrument was piloted among eight administrators from a comparable university excluded from the main study. Content validity was established through expert review, while construct validity was evaluated using the Kaiser–Meyer–Olkin measure and Bartlett’s test. Cronbach’s alpha coefficients exceeded the recommended threshold of .70, confirming acceptable reliability (Hair et al., 2022). Of the 75 questionnaires administered, 44 were usable, representing a 58.66% response rate.

Data were analysed using SPSS Version 27. Means and standard deviations summarised the variables, while Spearman’s rank-order correlation assessed their association because the data were non-normally distributed. A composite performance index was classified into lower performance (0) and higher performance (1) using the median. Binary logistic regression determined the influence of structural adaptation on the probability of higher performance. Model adequacy was assessed using the Hosmer–Lemeshow test, $-2 \log$ likelihood, Cox and Snell pseudo- R^2 , and Nagelkerke pseudo- R^2 . Statistical significance was evaluated at the 5% level.

4. Results and Discussion

4.1 Response Rate

The study targeted 75 senior administrators from 15 church-owned universities operating in Nairobi County. Of the 75 questionnaires administered, 44 were completed and returned, resulting in a response rate of 58.66%. The remaining 31 questionnaires, representing 41.34%, were not returned. All the returned questionnaires were examined for completeness and consistency and were found suitable for data analysis. The response-rate results are presented in Table 1.

Table 1: Response Rate

Response category	Frequency	Percentage (%)
Returned questionnaires	44	58.66
Unreturned questionnaires	31	41.34
Total questionnaires distributed	75	100.00

The 58.66% response rate provided data from more than half of the targeted senior administrators. The 44 usable questionnaires were therefore included in the descriptive analysis, correlation analysis, and binary logistic regression analysis.

4.2 Descriptive Analysis of Structural Adaptation

The study used ten statements to assess structural adaptation in church-owned universities. Responses were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). As presented in Table 2, the mean scores ranged from 4.02 to 4.39, with an overall mean of 4.18. This result indicated that respondents generally agreed that their institutions had adapted their organisational structures to support strategy implementation.

Table 2: Descriptive Analysis of Structural Adaptation

Statement	N	Min	Max	Mean	SD
Our institution has adapted its organizational structure to effectively support strategy implementation.	44	1.00	5.00	4.27	.788
Structural changes have improved communication and decision-making during strategy implementation.	44	1.00	5.00	4.16	.833
Decentralization of authority in our institution enhances responsiveness to strategy challenges.	44	1.00	5.00	4.14	.852
Clear definition of roles and responsibilities supports smooth execution of strategy implementation.	44	1.00	5.00	4.39	.784
Our institution balances traditional church structures with the need for flexible management in strategy implementation.	44	1.00	5.00	4.02	.762
Structural adaptations have led to increased collaboration among departments and ministries.	44	1.00	5.00	4.30	.823
The current organizational structure facilitates timely identification and resolution of strategy implementation issues.	44	2.00	5.00	4.07	.789
Changes in structure have positively impacted staff motivation and commitment to strategic objectives.	44	1.00	5.00	4.06	.806
Our institution regularly reviews and adjusts its structure to align with evolving strategy implementation.	44	1.00	5.00	4.16	.834
Structural adaptations have contributed to measurable growth and improved performance in our institution.	44	1.00	5.00	4.25	.811

The highest-rated statement concerned the clear definition of roles and responsibilities in supporting smooth strategy execution ($M = 4.39$, $SD = .784$). This suggested that respondents regarded role clarity as the most evident aspect of structural adaptation. Increased collaboration among departments and ministries was ranked second ($M = 4.30$, $SD = .823$), followed by adaptation of the organisational structure to support strategy implementation ($M = 4.27$, $SD = .788$). Respondents also agreed that structural adaptations had contributed to measurable institutional growth and improved performance ($M = 4.25$, $SD = .811$).

Balancing traditional church structures with flexible management received the lowest mean score ($M = 4.02$, $SD = .762$), although the result still represented agreement. Changes in organisational structure affecting staff motivation and commitment recorded a mean of 4.06 ($SD = .806$), while timely identification and resolution of implementation challenges recorded a mean of 4.07 ($SD = .789$). Overall, the findings demonstrated that church-owned universities

had embraced role clarity, collaboration, decentralisation, communication, and regular structural review as important mechanisms for supporting strategy implementation.

4.3 Descriptive Analysis of the Performance of Church-Owned Universities

The study assessed the performance of church-owned universities using four statements covering student enrolment and retention, financial sustainability, operational efficiency, and research and academic innovation. Responses were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). As presented in Table 3, the mean scores ranged from 3.80 to 4.07. These results indicated that respondents generally agreed that their institutions had achieved positive performance outcomes.

Table 3: Descriptive Statistics of the Performance of Church-Owned Universities

Statement	N	Min	Max	Mean	SD
Our institution demonstrates consistently high student enrollment and retention rates.	44	2.00	5.00	3.86	.824
Our institution maintains financial sustainability to support current operations and future strategic goals.	44	1.00	5.00	3.80	.904
I am satisfied with the institution’s operational efficiency and overall performance as a key stakeholder.	44	1.00	5.00	3.86	.955
Our institution actively supports research and academic innovation among faculty and students.	44	1.00	5.00	4.07	.925

Institutional support for research and academic innovation received the highest rating ($M = 4.07$, $SD = .925$). This finding indicated that respondents regarded research and academic innovation as the strongest aspect of university performance. Student enrolment and retention recorded a mean of 3.86 ($SD = .824$), showing that respondents generally agreed that their universities maintained favourable enrolment and retention outcomes.

Satisfaction with operational efficiency and overall institutional performance also recorded a mean of 3.86 ($SD = .955$). However, this statement had the highest standard deviation, indicating relatively greater variation in respondents’ assessments of institutional efficiency. Financial sustainability received the lowest rating ($M = 3.80$, $SD = .904$). Although this score still represented agreement, it suggested that the ability to finance current operations and future strategic priorities was the comparatively weakest performance area.

The findings demonstrated positive performance across all four dimensions. Nevertheless, the results suggested that church-owned universities needed to give greater attention to financial sustainability while maintaining their progress in research, academic innovation, enrolment, retention, and operational efficiency.

4.4 Bivariate Correlation Analysis

Spearman’s rank-order correlation analysis was conducted to determine the direction and strength of the association between structural adaptation and the continuous performance index. Spearman’s correlation was considered appropriate because the study variables did not satisfy the assumption of normality. The results are presented in Table 4.

Table 4: Spearman Correlation Analysis

Variables	Structural adaptation	Performance
Structural adaptation		
Correlation coefficient	1.000	.275
Sig. (2-tailed)	—	.071
N	44	44
Performance		
Correlation coefficient	.275	1.000
Sig. (2-tailed)	.071	—
N	44	44

Note. Spearman's rho was used, and significance was assessed using a two-tailed test.

The results showed a weak positive association between structural adaptation and the continuous performance index ($\rho = .275$). This indicated that higher levels of structural adaptation tended to be associated with higher levels of institutional performance. However, the relationship was not statistically significant at the 5% level because the corresponding probability value was greater than .05 ($p = .071$). Therefore, the bivariate correlation analysis did not provide sufficient statistical evidence to conclude that structural adaptation was significantly associated with the continuous performance index.

The correlation and binary logistic regression analyses addressed different statistical relationships. Spearman's correlation examined the strength and direction of the monotonic association between structural adaptation and performance measured as a continuous index. In contrast, binary logistic regression examined whether structural adaptation predicted the probability of a university being classified in the higher-performance category. The performance index was divided at the median, with scores below the median classified as lower performance and scores equal to or above the median classified as higher performance. Consequently, the findings from the two analyses were interpreted according to their different outcome measurements and statistical purposes.

4.5 Binary Logistic Regression Analysis

Binary logistic regression analysis was conducted to test whether structural adaptation significantly influenced the performance of church-owned universities. The analysis was appropriate because the composite performance index was converted into two categories using the median score as the cut-off point. Scores below the median were classified as lower performance and coded 0, while scores equal to or above the median were classified as higher performance and coded 1.

Table 5: Logistic Regression Model Summary for Structural Adaptation

Step	–2 Log likelihood	Cox and Snell (R^2)	Nagelkerke (R^2)
1	45.548	.128	.185

Note. Estimation terminated at iteration 5 because parameter estimates changed by less than .001.

The model recorded a –2 log likelihood value of 45.548. The Cox and Snell pseudo- (R^2) was .128, while the Nagelkerke pseudo- (R^2) was .185. These results indicated that structural adaptation contributed to the model's ability to distinguish between lower- and higher-performing universities. However, pseudo- (R^2) statistics represent the comparative explanatory strength of a logistic regression model and should not be interpreted as the exact proportion of variance explained, as would be the case with (R^2) in ordinary least-squares regression.

Table 6: Hosmer–Lemeshow Test for Structural Adaptation

Step	Chi-square	df	Sig.
1	4.693	8	.790

The Hosmer–Lemeshow test produced a nonsignificant result ($\chi^2(8) = 4.693$, $p = .790$). Since the probability value was greater than .05, there was no evidence of poor model fit. The model's predicted classifications were therefore reasonably consistent with the observed performance classifications.

Table 7: Binary Logistic Regression Coefficients for Structural Adaptation

Predictor	B	S.E.	Wald	df	Sig.	Exp(B)
Structural adaptation	1.375	.679	4.099	1	.043	3.957
Constant	–4.690	2.820	2.765	1	.096	.009

Note. Reference category = lower-performing universities (0); event category = higher-performing universities (1).

Structural adaptation was a statistically significant positive predictor of higher institutional performance ($B = 1.375$, $SE = .679$, $Wald = 4.099$, $p = .043$). The positive coefficient indicated that higher structural-adaptation scores increased the likelihood of classification in the higher-performing category. The odds ratio was 3.957, meaning that a one-unit increase in the structural-adaptation score was associated with approximately 3.96 times higher odds of a university being classified as higher-performing, holding other conditions constant. Since ($p = .043$) was below the .05 significance level, the null hypothesis was rejected. The study therefore concluded that structural adaptation significantly influenced the performance classification of church-owned universities in Nairobi County.

5. Conclusion

The study concluded that structural adaptation positively and significantly influenced the performance classification of church-owned universities in Nairobi County. Universities with higher structural-adaptation scores had greater odds of being classified in the higher-performing category. The findings demonstrated that organisational structures were more effective when they supported strategy implementation through clearly defined roles, interdepartmental collaboration, delegated authority, responsive decision-making, efficient communication, and regular alignment with strategic priorities.

Structural adaptation enabled universities to coordinate institutional activities, address implementation challenges, and respond to changing operational conditions. However, adaptation needed to be purposeful and properly managed to avoid employee resistance, role uncertainty, and disruption of established institutional processes. The findings supported Dynamic Capabilities Theory by demonstrating that institutional performance partly depended on universities' capacity to reconfigure their internal structures in response to changing strategic and environmental demands.

6. Recommendations

University councils and management teams should conduct periodic reviews of their organisational structures and align these reviews with strategic-plan implementation milestones. The reviews should identify duplicated responsibilities, unclear reporting relationships, delayed approval processes, communication barriers, and interdepartmental coordination gaps. Any resulting structural adjustments should clarify responsibilities, promote appropriate delegation of authority, and strengthen cross-functional teams responsible for implementing institutional strategies.

Church-owned universities should implement structural changes through transparent and participatory change-management processes. Sponsoring churches, university councils, executive managers, administrators, and employees should be consulted before major restructuring decisions are implemented. Revised roles, reporting relationships, and departmental responsibilities should be formally documented and communicated to all affected stakeholders. This approach would reduce uncertainty, encourage employee acceptance, and support effective implementation.

Universities should also develop performance indicators for evaluating the outcomes of structural changes. These indicators should cover decision-making time, service-delivery quality, student enrolment and retention, research support, operational efficiency, financial control, and stakeholder satisfaction. Regular monitoring would enable management to determine whether structural adjustments were achieving their intended objectives.

Governance policies should clearly define the complementary roles of sponsoring churches, university councils, and executive management. Clear governance boundaries would help preserve the faith-based identity of the institutions while allowing management to make timely operational decisions. Regulatory agencies and higher education associations should support church-owned universities through governance assessments, institutional-design training, and capacity-building programmes focused on structural adaptation and strategy implementation.

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