

UNIVERSITY OF NAIROBI

FACULTY OF ARTS



STRATEGIC PLAN
2008 – 2013



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2011-2013

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1.0 INTRODUCTION

1.1 Background

The Faculty of Arts, University of Nairobi, is the scholastic home to some 8000 students and 350 academic members of staff spread across the departments and one sub-department. The departments include: Geography and Environmental Studies, Political Science and Public Administration, History and Archaeology, Philosophy and Religious Studies, Linguistics and Languages, Literature, Sociology and Social Work, Psychology, Communications Skills & Study. The sub-department of French completes the teaching units of the faculty. The Faculty also admits students for Mathematics and Economics. The students who take mathematics and Economics are taught by staff from the Schools of Mathematics and Economics, respectively. The Faculty of Arts is the largest in terms of student enrolment and academic members of staff. It is also one of the most diverse faculties of the University, in terms of programmes offered at different levels.

Located in the Main Campus of the University, in the heart of Kenya's capital, Nairobi, the Faculty of Arts is effortlessly accessible. Being one of the oldest faculties of the University, the Faculty of Arts has produced a significant pool of highly educated, trained and skilled professionals who have and continue to play major roles in the country's social, economic and political development. Our alumni, graduates of the faculty also provide valuable service to local, regional and international organizations.

The Faculty traces its roots back to April 1956, when the then Royal Technical College admitted its first lot of "A Level" Arts students, after their London GCE and equivalent examinations, to the Departments of Economics, English, Geography, History and Mathematics.

The Faculty of Arts was a key feature of the Royal College from the very beginning, when on 25th June 1961, the then Royal Technical College was renamed the Royal College, having been transformed - via an Act of the East African Common Services Organization (EACSO) - into the second University College of East Africa, the first being the University College of Makerere. It was then formally affiliated to the University of London. One could say that from those early days, the market demand for Arts-based skills was functional to the colonial economy and the foundations of the subsequent national social and economic development.

When on 20th May 1964, the Royal College, Nairobi, became the University College, Nairobi and a constituent college of the University of East Africa, the students and staff of the Faculty of Arts became an integral part of the enlarged regional institution.

The academic year 1965/66 saw the establishment of the Department of Education and the Centre for Economics. The latter soon became the Institute for Development Studies. The Department of Political Science was established in 1966/67 and was later renamed the Department of Government. In 2000, the department was renamed the Department of Political Science and Public Administration, to reflect more accurately the content of the courses taught in the department. In 1968/69, what had started as a sub-department within the Department of Economics was elevated to the Department of Sociology. In 1969/70 the Department of Philosophy and Religious Studies was established.

During the 1967-70 academic year, the Department of Mathematics was transferred from the Faculty of Arts to the Faculty of Science. Students of the faculty of Arts were however allowed to register for mathematics and to obtain a B.A. degree in Mathematics. During the same period, the sub-department of Linguistics and African Languages (now department of Linguistics and Languages) moved out of the Department of English to become a full fledged department.

The Department of English (also hosting the sub-department of French) became the Department of Literature, with French as a sub-department. Other changes involved the elevation of the then Department of Education to a Faculty of Education in 1970/71 and subsequently its relocation to Kenyatta University College. In 1980/81 the Department of Philosophy and Religious Studies was split into two, namely, Department of Philosophy and Department of Religious Studies. The two have now merged into one department. In 1987 the Communication Skills Unit, supported by the British Council, was established as an independent teaching unit within the Faculty of Arts, training lecturers to teach Communication Skills. It is currently known as the department of Communication Skills and Study.

The student population in the Faculty has witnessed great expansion from only 14 students in 1961/62 to 1,635 in 1981/82 and has currently increased to 3300 for regular B.A. program, while the number in

the module II B.A program has risen from 87 in 1998 to 4700 in 2011 with 600 Postgraduate students. In addition, there are currently 300 students pursuing Certificate and Ordinary Diploma courses. For the last three years, the faculty has been producing about 1,500 graduates annually, affirming the faculty's ranking as the largest in the country. These numbers compare favourably with the total number of graduates from other universities in the Country. In fact, the Faculty of Arts is like a "university within a university".

The Faculty has also developed self-supporting programmes, to cater for the ever-increasing number of qualified students who cannot be absorbed by the government sponsored degree programmes. These self-supporting programmes are flexible, charging competitive fees.

At the moment, the faculty offers a selection of twenty (26) M.A. and Twelve (12) Postgraduate Diploma programmes, 22 B.A. and 5 Ordinary Diploma programmes, and 2 programmes, B.A. Programme in Tourism and BA in Hospitality Management, in collaboration with Utalii College. New programmes in Water Management, Environmental Management, Human Rights, Counselling Psychology, at both undergraduate and Postgraduate levels, have been reviewed for mounting this year.

In support of both students and staff towards excellence, the faculty has established impressive students' two computer laboratories and a modest staff computer laboratory in every teaching unit. The networking of all staff offices with Internet facilities is almost complete. A modern Language Laboratory, established mainly through funding from the Chinese government, now takes care not only of the Chinese language but also services the Arabic, German and French studies, among other languages. The faculty is encouraging and facilitating the use of LCDs, to help improve delivery of lectures, in addition to access to electronic journals for both students and lecturers.

Due to public and market demand, the Faculty has expanded its programmes not only in numbers but also in terms of the diversity of modules and commensurate space expansion. The Faculty has introduced Module III for students who are not able to engage in full-time studies and has plans to

introduce both Day and Evening Classes at our Mombasa and Kisumu campuses and shall, before the end of the year. The self sponsored Day classes commenced in October 2008. The curricula have correspondingly been reviewed to meet the demands of the new millennium and the programmes are tailored to meeting the needs and aspirations of students, the nation, Africa and the global community.

In terms of relevance, our programmes constitute essential tools in navigating the 21st century, making the faculty of Arts integral in the portrayal of the University of Nairobi as the University of Choice.

1.2 Administrative Structure of the Faculty

The Faculty of Arts is part of the bigger administrative structure of the University of Nairobi. It is also part of the College of Humanities and Social Sciences.

The departments make up the Faculty headed by an elected Dean. Two Associate Deans appointed by the Vice-Chancellor assists the Dean.

The Dean's Office is responsible for the academic and administrative functions of the Faculty, playing both facilitative and coordinative roles. The Dean also represents the interest of the Faculty at various University fora.

An administrative staff currently comprising of One Senior Assistant Registrar and Two Senior Administrative Assistants and one Administrative Assistant assist the Dean and the Associate Deans. Six, four Clerks, two Machine Operators and two Messengers support this team of administrators.

Each department, Unit and the sub-department is headed by a Chairman. Heads of departments and the units are appointed by the Vice-Chancellor and are responsible for the proper management of the administrative and academic functions of the departments and Unit.

Many of the functions performed by the Faculty depend on information and activities of the departments that make up the faculty. The efficiency of the Dean's Office is to a very large extent dependent on the efficiency of individual departments.

Currently, there is a provision for Faculty standing committees. The following standing committees are provided for:

- Postgraduate Studies Committee
- Curriculum Development Committee
- Research and Publications Committee
- Timetabling and Examinations Committee
- Welfare Committee

These Faculty committees which, are replicated in the departments are elective. The research Publications Committee revived the Faculty Journal, Hekima.

1.3 The Planning Context

This Strategic Plan 2012-2013 is a revised version of the Faculty' 2008-2013 strategic plan. The previous plan was a revised version of an earlier plan 2005-2010. The revision was necessitated by the need to relate the plan to that of the College of Humanities and Social Sciences (CHSS) and the University of Nairobi Strategic Plan. The University' revised Plan was completed in August 2011 while the CHSS one was completed in early November 2011. The Faculty Plan completed in January 2012 takes into account the relevant issues covered by the two plans.

Among the current developments that necessitated the preparation and revision of the strategic plans by the various units was the introduction of performance targets and performance appraisal systems and the University' ISO 9001: 2008 certification. The University is also in the process of re-evaluating its structures, management systems and processes with regard to how these considerations impact on the achievement and realization of the core functions of the University in the context of Results Based Management. The Faculty's strategic plan seeks to seize the opportunities provided by the new development to improve its functions taking into account the changes and challenges facing the

University both from within and from outside. The changes include competitive appointment of senior management staff, negotiated performance contracts, performance appraisal system, University strategic plan and overall restructuring.

The challenges include declining government financing, introduction of modules two, three and integrated programmes. The structural complexity presents enormous communication, coordination and control problems. It should be noted that the Faculty of arts was the pioneer of online generation of examination processes such as transcripts/result slips in 2003 in the University of Nairobi. It has also pioneered the online course registration of students and related processes like timetabling, fee statements and trouble shooting in the university beginning 2008/2009 academic year.

1.4 Significance of the Strategic Plan

Until 2003, the Faculty of Arts relied on the University Act to achieve its goals and mission, which included the development of knowledge and skills through research and training, fostering national consciousness, preserving knowledge and stimulating intellectual life, and cultural development. This notwithstanding, the Faculty of Arts has over the years, reviewed its academic programmes in response to changing circumstances and demands. The introduction of Module II programmes has led to significant changes in the curricula. Driven by market forces, departments have designed courses that are in demand.

The strategic plan creates and affirms the purpose for which we exist as a Faculty. It takes stock of the environment in which we are operating and identifies the critical issues that must be addressed in such plan.

This plan looks into how well the Faculty is equipped to develop its full potential taking into account the critical issues within the existing structures. The development of this strategic plan follows the steps required of any organizational strategic plan namely: a shared vision, mission and core values within the environment of its strengths, weakness, opportunities and threats.

2.0 VISION, MISSION AND CORE VALUES

2.1 Vision

A Faculty of international academic repute that promotes excellence in teaching, training, research and consultancy

2.2 Mission

To provide quality teaching, learning, research and consultancy by creating, preserving, transmitting and utilizing knowledge

2.3 Core Values

- Academic excellence
- Freedom of thought and expression
- Creativity and Innovativeness
- Quality customer service
- Team work and equity
- Respect for and conservation of the environment
- Good corporate governance
- corporate citizenship and social responsibility
- Professionalism in all actions and interactions

3.0 STRATEGIC ANALYSIS

A SWOT analysis of the Faculty of Arts revealed the following Strengths, Weaknesses, Opportunities and Threats:

3.1 Strengths

- Strategic location
- A long tradition of research and publication
- A big population of competitively selected students
- A large number of highly qualified staff
- A wide variety of attractive and marketable programmes
- Service courses to other faculties, schools and institutes
- Commitment to gender equity
- Multidisciplinary approach to issues
- A long tradition of contribution to national development
- Extensive collaboration with local and international institutions
- A leading source of leadership and governance
- Pioneering spirit and pro-activeness
- Stability and continuity
- A management system based on international best practices
- The face of the university
- Improved ICT capacity
- Capacity for consultancy and income generation
- A large and strategic alumni base

3.2 Weaknesses

Staff Welfare

- Cases of low staff and student morale
- Un-staggered academic calendar
- Un-favorable terms and conditions of service

- Inadequate teaching facilities and equipment
- Overstretched and poorly maintained physical facilities
- Weak implementation and monitoring mechanism
- Low staff-student ratios
- Inadequate orientation for students and staff
- Existing system of remuneration from self-sponsored programmes
- Weak inter-departmental and inter-faculty collaboration
- Cases of unprofessional/unethical practices
- Poor staff-student relationship
- Weak mentorship programme
- Inadequate ICT infrastructure
- Poor staff-management relationship
- Weak management and monitoring of international linkages and programmes
- Invisible research output
- Inadequate forum for dissemination of research output
- Inadequate opportunities for staff development

3.3 Opportunities

- High demand for faculty programmes
- Attractive environment for local and international collaboration and linkages
- An enabling political environment
- Potential sources of research funds
- Increased demand for research and consultancy services
- Ability to attract high caliber staff
- Increased opportunities in the use of ICT
- Potential for expanding multi-disciplinary programmes
- Potential for regional and global networking
- Potential for programme expansion through distance and e-learning

3.4 Threats

- Stiff competition from other institutions
- Office and lecture space limitations
- Decisions imposed on the faculty
- Rapid change in ICT
- Inadequate budgetary allocation
- Vulnerability to social and political disturbances
- Inadequate remuneration
- Escalating cost of living
- Loopholes in management of examination processes and increasing cases of cheating
- Low completion rate among post graduate students
- Decreased opportunities for external postgraduate training

4.0 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND OUTCOMES

4.1 strategic issues

1. Teaching and Learning
2. Research, Consultancy, Innovation and Technology Transfer
3. Resources and Governance
4. Competitiveness of the faculty

4.2 Strategic Objectives

1. To offer quality academic programmes
2. To contribute to knowledge development and innovations
3. To manage the Faculty efficiently and effectively
4. To enhance the competitiveness of the Faculty

4.3 Strategic Issue 1: Teaching and Learning

The Faculty of Arts takes Teaching and Learning as its core business. Accordingly, the Faculty will commit quality time and resources to achieve excellence in these key twin activities that determine the image of the entire faculty. During the plan period, the Faculty will review the existing academic programmes and update them appropriately to retain their relevance in a fast-changing work environment. In particular, it is necessary to re-orient the existing programmes to be in tandem with both the Vision 2030 and the 2010 constitution. In a faculty endowed with diverse expertise and creativity, new programmes will also be formulated to equip our graduates with knowledge and skills required to match the nuances in the competitive job market. To excel in Teaching and Learning, the Faculty will in addition continue to support training of its academic staff at all levels – locally and abroad. And given the Faculty's ever increasing demand for its programmes, highly qualified new staff will be sought and recruited from local and international sources. Ultimately, the Faculty will endeavour to produce holistic competitive graduates who will possess the requisite knowledge and skills that will enable them navigate any work environment with ease and confidence.

In the context of Teaching and Learning, the Faculty has identified the following objectives and strategies:

Objective 1: To offer quality academic programmes

Strategies

1. Review existing academic programmes and courses to ensure relevance and quality
2. Encourage introduction of innovative programmes
3. Strengthen and streamline postgraduate training and supervision.
4. Eliminate duplications and overlaps in academic programmes and courses
5. Implement practices that enhance relevance and quality of teaching and learning
6. Provide appropriate teaching and learning infrastructure
7. Increase access to academic programmes

Expected Outcomes

- Reviewed academic programmes and courses
- Innovative programmes introduced
- Timely completion of programmes
- Synchronized academic programmes and courses
- Enhanced teaching, learning and examination processes
- Increased collaboration in teaching and learning
- Staff workload assessment
- Collegiality and team work
- Appropriate teaching and learning infrastructure
- Use of ICT in teaching and learning
- Expanded ICT network/infrastructure
- Improved staff and student access to ICT
- Increased access to distance and e-learning

4.4 Strategic Issue 2: Research, Consultancy, Innovation and Technology Transfer

One of the objectives and functions of the University of Nairobi is to participate in the discovery, transmission and preservation of knowledge and to stimulate the intellectual life and cultural development of Kenya. Research, Innovation, Consultancy and Technology transfer are key strategic issues that the Faculty of Arts must address in order to play its role in the University's performance of this mandate. Through Research, the Faculty of Arts will add to the University's contribution towards social progress, understanding, peace and the improvement of human life. Failure to enhance research activities has detrimental effect on the image of the Faculty of Arts and the University as a whole as well as the quality perception by the stake holders.

Consultancy is an area where the Faculty of Arts has opportunities to play a significant role in University of Nairobi's contribution towards national development. Consultancy provides the greatest opportunity for the transfer of the generated knowledge to sectors in which it is needed for the development of the society.

In order to play its role in the University's performance of the function relating to the above, the Faculty of Arts has formulated strategies to enable it to achieve a specific objective as stated below:

Objective 2: To contribute to knowledge development and innovations
Strategies

1. Develop appropriate research programmes
2. Encourage staff participation in academic fora
3. Popularise and implement University research policy at Faculty level
4. Promote consultancy as a core function in the Faculty

Expected Outcomes

- Appropriate research programmes
- Fundable research proposals
- Publications in refereed journals
- Collaborative research and linkages
- Use of ICT in research and innovation
- Patented research products

- Staff participation in academic fora
- Cascaded University research policy
- Increased income through consultancies

4.5 Strategic Issue 3: Resource and Governance

Good corporate governance, corporate citizenship and social responsibility remain key values for the Faculty of Arts as it seeks to offer quality teaching, learning and research and contribute to national, regional and global generation of knowledge and thereby influence institutions and policies for the benefit of the people. In the context of the 2010 constitution of Kenya and in the spirit of article 10 (2) (a, b & c) of the same constitution, the Faculty of Arts will strive to promote democratic ideals, participation of the people, gender equity, social justice, inclusivity, integrity, transparency and accountability in all its management structures. Similarly, in line with chapter 6 on leadership and integrity and in the interests of promoting excellence in leadership and management, the Faculty will promote honesty in the execution of duties, accountability to the public for decisions and actions, discipline and commitment in her service to the customers. The Faculty in its management will be guided by principles of leadership that include personal integrity, competence, suitability and respect for all. It will promote leaders who are creative and innovative in managing the Faculty efficiently and effectively through participatory governance and promotion of leadership culture based on tenets of good governance.

Objective 3: To manage the Faculty efficiently and effectively
Strategies

1. Review and Implement governance structures for increased efficiency and effectiveness
2. Promote effective participation of staff in governance
3. Institute mechanisms for recognition of outstanding staff performance
4. Promote a leadership culture based on tenets of good governance
5. Support and maintain a conducive working environment
6. Diversify and increase source of revenue

EXPECTED OUTCOMES TO BE ACHIEVED

- Established levels of efficiency and effectiveness
- Effective participation of academic and administrative units in governance
- Recognition for outstanding performance

- Refined roles and responsibilities
- Recruitment and retention of competent staff
- Effective use of the Human Resource Management Information System
- Best management practices adopted
- Staff needs assessment
- Motivated staff
- Compliance with University statutes
- Continuous leadership training and mentorship
- Motivated leadership
- Functional guidelines for professional and ethical conduct
- Visible participation in corporate social responsibility
- Assessment of usage of space and physical facilities
- Optimal use of existing space and facilities
- Additional space and facilities sourced
- Well maintained facilities
- Cascaded University disability policy
- Diversified sources of revenue
- Increased revenue

4.6 Strategic Issue 4: Competitiveness of the faculty

The Faculty of Arts is one of the key academic units in the College of Humanities and Social Sciences of the University of Nairobi. It offers a variety of courses in both the Humanities and Social Sciences, and has an experienced calibre of both academic and support staff. Apart from its long historical background, the Faculty of Arts boasts of an increased enrolment of students in its programmes. And, while improving and retaining its quality programmes and services, the Faculty of Arts experiences a counter rivalry from other units in the College of Humanities and Social Sciences which lures students to shift their courses of study. There also exists a threat of the existence similar courses in related disciplines either within the College of Humanities and Social Sciences or other Colleges of the university. In addition the competition from other units within the Faculty and other colleges could reduce the image and profitability of the Faculty of Arts.

The Faculty Arts should devise strategies of retaining their students by consistently revising and improving its programmes accordingly. The programmes should be made relevant, competitive and market driven. And as it continues to offer competitive courses in various disciplines, there is need to focus on the fees charged in relation to that offered by other competitors and the existence of substitute courses from other colleges within the university. In this way the Faculty needs to reposition and sustain itself to enhance its long profitability, by responding strategically to competition. This positive image calls for the need to examine the faculty's strengths and extend beyond the competitive area. If these positive forms of competition are addressed the image and positioning of the Faculty Arts will improve accordingly.

Objective 4: To enhance the competitiveness of the Faculty

Strategies

1. Produce holistic and competitive graduates
2. Create and revitalize linkages
3. Increase the visibility of the Faculty
4. Encourage a culture of academic excellence
5. Enhance a conducive learning environment

Expected Outcomes

- Functional Faculty-industry partnerships
- Increased alignment of academic programmes to vision 2030 and the Constitution of Kenya 2010
- Revitalized linkages
- New linkages
- Publicized Faculty programmes and activities
- Recognition for outstanding performance
- Improved ranking within the College
- Dialogue with Faculty based students
- Improved student-staff consultations

5 PERFORMANCE PLAN

Strategic Issue 1: Teaching and learning

Strategic Objective 1.1: To offer quality academic programmes

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Baseline
Strategy 1.1: Review existing academic programmes and courses to ensure relevance and quality					
Reviewed academic programmes and courses	The number of reviewed Academic programmes and courses	100%	2013	Dean/ CoDs	
Strategy 1.2: Encourage introduction of innovative programmes					
Innovative programmes introduced	The number of new programmes	15	2013	Dean/CoDs	
Strategy 1.3: Strengthen and streamline postgraduate training and supervision.					
Timely Completion of programmes	Completion rate among post graduate students	100%	2013	Dean/CoDs	
Strategy 1.4 Eliminate duplication and overlaps in academic programmes and courses					
Synchronised academic programmes and courses	Extent to which programmes and courses are synchronized	100%	2013	Dean, CoDs,	
Strategy 1.5 Implement practices the enhance relevance and quality of teaching and learning					
Enhanced teaching, learning and examination processes	Extent to which teaching, learning and examination processes are of high quality	100 %	2013	Dean/CoDs	
Increased collaboration in teaching and learning	Number of active collaborations	10	2013	Dean/CoDs	

Staff workload assessment	An inventory of staff work load	100 %	2013	Dean/CoDs	
Collegiality and team work	Cases of team work	50	Immediate and continuous	Dean & CODs	
Strategy 1.6 Provide appropriate teaching and learning infrastructure					
Appropriate teaching and learning infrastructure	Appropriate teaching and learning infrastructure in place	100% a year	2013	Dean/CoDs	
Use of ICT in teaching and learning	Extent of ICT usage in teaching and learning	60%	Continuous	Dean/HoDs	
Expanded ICT network/infrastructure	Functional ICT network	100% p.a.	Immediate & Continuous	Dean/CoDs	
Improved staff/students access to ICT	Proportion of staff with access to ICT	1:1	2013	Dean/CoDs	
	Proportion of students using ICT	1:15	2013	Dean/CoDs	
Strategy 1.7: Increase access to academic programmes					
Increased access to distance and e-learning	Number of programmes in e-learning	63	Annually	Dean/CoDs	
	Number of students registered in distance and e-learning	150	Annually	Dean/CoDs	

Strategic Issue 2: Research, Consultancy, Innovation and Technology Transfer

Strategic Objective 2: To contribute to knowledge development and innovations

Strategy 2.1 Develop appropriate research programmes					
Appropriate research programmes	Extent to which research programmes are appropriate	100%	2013	Dean/CoDs/Staff	
Fundable research proposals	Number of fundable research proposals per department per year	40 per year	2013	Dean/CoDs / Academic Staff	
Patented research products	Documented Initiatives of patented research	20%	2013	Dean/CoDs	
Collaborative research and linkages	Number of collaborative research and linkages	1 per year	Immediate & continuous (2008-2013)	Dean/CoDs/Academic staff	
Use of ICT in research and innovation	Extent of ICT usage in research and innovation	40%	Continuous	Dean/HoDs	
Strategy 2.2 Encourage staff participation in academic fora					
Staff participation in academic forums	Number of papers presented and participation at academic forums	100% increase	2013	Dean/CoDs/academic staff	
Publication in refereed journals	No. of publications in refereed journals	20 per year	2013	Dean/CoDs/Academic staff	
Strategic Objective 2.3: Popularise and implement University research policy at Faculty level					
Cascaded University Research policy	Extent to which University research policy is domesticated	100%	Immediate & continuous	Dean/ CODs/ Academic staff	

Strategy 2.4: Promote consultancy as a core function in the Faculty					
Increased income through consultancies	Income generated by the Faculty through consultancies	3%	2013	Dean/CODs/Academic staff	
	No. of consultancies aligned to V2030 and the Constitution of Kenya 2010	1	2013	Dean/HoDs/Staff	

Strategic Issue 3: Resources and Governance

Strategic Objective 3: To manage the Faculty efficiently and effectively

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Baseline
Strategy 3.1: Review and Implement governance structures for increased efficiency and effectiveness					
Established levels of efficiency and effectiveness	Efficient and effective governance structures	100%	Immediate & continuous (2008-2013)	Dean/ CODs	
Best management practices adopted	Prompt delivery of services	100%	Continuous	Dean/CoDs	As per service charter
	Prudent management of faculty funds	100%	Continuous	Dean/CoDs	
	Decreased complaints from customers	50%	Continuous	Dean/CoDs	
	Periodic customer satisfaction survey		Continuous	Dean/CoDs	
	Compliance to ISO 9001:2008	100%	Continuous	Dean/CoDs	

	Innovative and responsive management	100%	Continuous	Dean/CoDs	
	Compliance with University gender policy	100%	Continuous	Dean/CoDs	
	Improved communication systems	100	Continuous	Dean/CoDs	
Refined roles and responsibilities	Performance contracts	100%	Continuous	Dean/CoDs	
Functional guidelines for Professional and ethical conduct	Code of conduct	100%	Immediate & Continuous	Dean, CoDs	
	Reduced cases of unprofessional and unethical conduct	100%	Immediate & Continuous	Dean , CoDs	
Recruitment and retention of competent staff	Filling the Faculty establishment	100%	Continuous	Dean/CoDs	
	Conducive work environment	100%		Dean/CoDs	
Effective use of Human Resource Management Information System	Efficient Human Resource Information management	100%	Continuous	Dean/CoDs	
Compliance with university statutes	Implementation of university statutes	100%	2013	Dean/CoDs	
Visible participation in corporate Social responsibility	Updated inventory of CSR activities	100%	2013	Dean , CoDs	
Strategy 3.2: Promote effective participation of staff in governance					
Effective participation of academic and administrative units in governance	Active participation in Faculty activities	40%	Immediate & continuous (2008-2013)	Dean/CoDs/Staff	

Strategy 3.3: Institute mechanisms for recognition of outstanding staff performance					
Recognition for outstanding performance	Criteria for recognizing outstanding performance	100%	Continuous	Dean/CoDs/ staff	As per performance appraisal
	Roll of honour for outstanding performance	100%	Once a year (2008-2013)	Dean/CoDs	
Strategy 3.4: Promote a leadership culture based on tenets of good governance					
Continuous leadership training and mentorship	Number of training and mentorship initiatives	40%	2008-2013	Dean/CoDs	
	No. of staff trained in leadership	40%	2008-2013	Dean/CoDs	
Motivated leadership	Demonstrated commitment to Faculty activities	100%	Continuous	Dean	
Strategy 3.5: Support and maintain a conducive working environment					
Staff needs assessment	An inventory of staff needs	100%	2013	Dean/CoDs	
Assessment of usage of space and physical facilities	Status report on space and physical facilities	100%	Continuous	Dean/HoDs	
Optimal use of space and physical facilities	Updated inventory of space and physical facilities	100%	Continuous	Dean/HoDs	
	Rational use of space and physical facilities	100%	Continuous	Dean/HoDs	
	Rationalized posting of courses by departments	7 BA, 4 MA, 4 Dip, 4 Cert	Per semester	Dean/HoDs	
Additional space and facilities sourced	An inventory of space and physical facilities sourced	100%	Annually	Dean	

Well maintained facilities	Updated inventory of facilities	100%	Annually	Dean/HoDs	
	Repair and maintenance schedule	100%	Annually	Dean/HoDs	
	Prompt repair and maintenance	100%	Continuous	Dean/HoDs	
	Updated disposal schedule	100%	Annually	Dean/HoDs	
Cascaded University disability policy	Compliance with University disability policy	100%	Continuous	Dean/HoDs	
Motivated staff	Demonstrated commitment to Faculty activities	100%	Continuous	Dean/CoDs	
Strategy 3.6: Diversify and increase source of revenue					
Diversified sources of revenue	No. of new income generating programmes	15	2013	Dean, CoDs	
	Percentage of Faculty income from new programmes	2% annually	2013	Dean, CoDs	
	No. of consultancies	70	2013	Dean/ CoDs	
	Percentage of income from consultancies	1%	2013	Dean, CoDs	
	No. of funded research projects	2	Annually	Dean, CoDs	
Increased revenue	Revenue generated by the Faculty	3%	Annually	Dean/CODs	

Strategic Issue 4: Competitiveness of the Faculty

Strategic Objective 4: To enhance the competitiveness of the Faculty

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Baseline
Strategy 4.1: Produce Holistic and competitive graduates					
Holistic and competitive graduates	Level of student participation in sports and games	75%	2013	Deans, CoDs, College Games tutor	
	Student participation in professional associations	80%	2013	Deans, CoDs	
	Increase in student participation in academic events and related activities (workshops & seminars)	20%	Continuous	Deans, CoDs	
	Increase in Students participation in exchange programmes	5%	2013	Deans, CoDs	
	Exposure to diverse and innovative academic programmes	100%	Continuous	Deans, CoDs	
Increased alignment of academic programmes to Vision 2030 and the Constitution of Kenya 2010	Number of programmes/units aligned	10	2013	Deans, CoDs	As per Vision 2030 and the Constitution of Kenya 2010
Strategy 4.2: Create and revitalize linkages					
Functional Faculty-industry partnerships	Number of active Faculty-Industry partnerships	5	2013	Dean & CODs	
Revitalized linkages	The number of activated links	5	2008-2013	Dean/ CODs	

New linkages	Number of new links	5	2008-2013	Dean/ CODs	
Interdisciplinary programmes in place	The no. of interdisciplinary programmes instituted	10	2013	Deans, CoDs	
Strategy 4.3: Increased Visibility of the Faculty					
Publicized Faculty programmes and activities	Inventory of publicized Faculty programmes and activities	100%	Immediate & Continuous	Dean , CODs	
	Updated web pages	100%	Weekly	Dean /CODs	
	Regular publication of Faculty journals	100%	Biannual	Dean /CODs/Staff	
	Periodical Faculty newsletter	100%	Quarterly	Dean /CODs/Staff	
	Visibility in the Varsity Focus	100%	Biannual	Dean/HoDs/Staff	
	Visibility in mass media	10	Monthly	Dean/HoDs/Staff	
	Public exhibitions and events	4	Annually	Dean/HoDs	
	Faculty open day	1	Annually	Dean/HoDs	
	Redesigned and Updated Faculty information booklet	1	Annually	Dean/HoDs	
Improved ranking within the College	Better ranking of the Faculty	Top 3	Annually	Dean/HoDs	

Strategy 4.5: Encourage a culture of academic excellence					
Recognition for outstanding performance	Criteria for recognizing outstanding performance	100%	Continuous	Dean/ CoDs/ staff	As per performance appraisal
	Roll of honour for outstanding performance	100%	Once a year (2008-2013)	Dean/ CoDs	
Strategy 4.5: Enhance a conducive learning environment					
Improved Staff – student consultations	Posting of consultation schedules by lecturers	At least 2 hours per lecturer per week	Immediate & Continuous	Dean, CoDs, student leaders	
Dialogue with Faculty based students	Involving students in faculty's decision making process	Every Faculty board meeting	Immediate & Continuous	Dean, CoDs, student leaders	

The Faculty Strategic Plan Committee

1. Prof. P. Wasamba Chairman, Ag. Dean, Faculty of Arts
2. Dr. Rayya Timammy Associate Dean, Faculty of Arts
3. Prof. P. N. Mbatia Department of Sociology & Social Work
4. Prof. W. Kabira Chair, Department of Literature
5. Dr. S. Owuor Chair, Department of Geography & Environmental Studies
6. Dr. R. Ocharo Chair, Department of Sociology & Social Work
7. Dr. E. Wahome Chair, Department of History & Archaeology
8. Dr. S. Akaranga Chair, Department of Philosophy & Religious Studies
9. Mr. J. O. Obosi Senior Assistant Registrar, Faculty of Arts
10. Mr. A. A. Tuka Chief ICT Officer, Main Campus
11. Mrs. C. W. Ndegwa Administrative Assistant, Faculty of Arts
12. Mrs. R. N. Kanji Secretary, Faculty of Arts