

UNIVERSITY OF NAIROBI

FACULTY OF ARTS



STRATEGIC PLAN
2013 – 2018



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MAY 2013

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1.0 INTRODUCTION

1.1 Background

The Faculty of Arts, University of Nairobi, is the scholastic home to over 10,000 students and over 200 academic members of staff spread across 9 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 & Studies, and the sub-department of French. The Faculty allows its students to also take Mathematics and Economics, serviced by the Schools of Mathematics and Economics, respectively. The Faculty 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 city, Nairobi, the Faculty of Arts is effortlessly accessible. Being one of the oldest faculties of the University, the Faculty has produced a significant pool of highly trained and skilled professionals who have and continue to play major roles in the country's social, economic and political development. Our alumni 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" students. When the Royal Technical College became the University College, Nairobi and a constituent college of the University of East Africa in May 1964, the students and staff of the Faculty became an integral part of the enlarged regional institution. The student population in the Faculty has witnessed great expansion from only 14 students in 1961/62 to 1,635 in 1981/82 to the current student population of over 10,000 enrolled in various programmes such as PhD, MA, BA, Diploma, Postgraduate Diploma and Certificates. These programmes are offered in three modes of learning: Module I (full-time on campus), Module II (part-time) and Module III (open and distance, including e-learning). The Faculty has now expanded its programmes to Kisumu and Mombasa campuses. In fact, the Faculty of Arts is like a "university within a university".

1.2 Administrative Structure of the Faculty

The Faculty of Arts is part of the College of Humanities and Social Sciences, which is one of the six colleges of the University of Nairobi. The Faculty comprises departments and is headed by an elected Dean and two Associate Deans appointed by the Vice-Chancellor. The departments are led by Heads of Department appointed by the Vice-Chancellor. The Faculty is supported by a number of administrative staff.

The Faculty has the following standing committees:

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

1.3 The Planning Context

This Strategic Plan, 2013-2018, is reviewed on the basis of the revised version of the Faculty 2008-2013 strategic plan. The Plan has been cascaded from the University of Nairobi Strategic Plan, 2013-2018 and the College of Humanities and Social Science Strategic Plan, 2013-2018. The Plan takes into consideration the changing environment in humanities and social sciences scholarship in line with the Vision 2030 document, the Constitution of Kenya 2010 and the Universities Act 2012.

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

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. This Plan looks into how well the Faculty is positioned to develop its full potential taking into account the changing environment internally, regionally and globally. The development of this strategic plan follows the steps required of any organizational strategic plan namely: a shared vision, mission and core values being cognizant 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, consultancy and outreach services

2.2 Mission

To provide quality teaching, learning, research, consultancy and outreach services in humanities and social sciences by creating, preserving, transmitting and utilizing knowledge for the benefit of humankind

2.3 Core Values

1. Academic excellence
2. Creativity and innovativeness
3. Freedom of thought and expression
4. Quality customer service
5. Good corporate governance
6. Responsible citizenship

2.4 Guiding Principles

1. Professionalism in all aspects
2. Inclusiveness and equity
3. Commitment to integrity
4. Social and academic mentorship

3.0 STRATEGIC ANALYSIS

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

3.1 Strengths

1. Strategic location
2. A long tradition of research and publication
3. The oldest and largest faculty in the University
4. A large number of local and international students with diverse backgrounds
5. A large number of highly qualified and competent staff
6. Multidisciplinary market-driven programmes
7. Service courses to other faculties, schools and institutes
8. A long tradition of contribution to national leadership and governance
9. A wide network of local and international links and collaborations
10. Capacity for research, consultancy, community outreach and income generation
11. Quality, relevant and up-to-date research output
12. A large and strategic alumni base
13. Responsive and transformative management
14. Proximity to a number of learning resources and facilities
15. Vibrant students' professional associations

3.2 Weaknesses

1. Un-staggered academic calendar
2. Inadequate appropriate and up-to-date teaching facilities and equipment
3. Inadequate and poorly maintained physical facilities
4. Low staff-student ratios
5. Weak mentorship and orientation programme
6. Inequitable system of remuneration from self-sponsored programmes
7. Inadequate inter-departmental and inter-faculty programmes

8. Inadequate ICT infrastructure
9. Inadequate data capture management and tracking system
10. Under-reporting research, consultancy and outreach activities
11. Inadequate fora for dissemination of research output
12. Over-reliance on academic revenue

3.3 Opportunities

1. High demand for faculty programmes
2. Viable options for local and international linkages and collaboration
3. Potential for faculty-industry/public/private sector partnerships
4. Possibilities for fundraising
5. Increased demand for research, consultancy and outreach services
6. Ability to attract high calibre staff
7. Potential for expanding multi-disciplinary programmes
8. Possibilities for regional and global networking
9. Potential for programme expansion through distance learning, including e-learning
10. Increased internet connectivity and network
11. Potential for provision of tailor-made programmes/courses

3.4 Threats

1. Competition from other institutions
2. Low budgetary allocation
3. Vulnerability to social and political disturbances
4. Attractive opportunities in other sectors
5. Escalating cost of living
6. Competition for funding for postgraduate training

4.0 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND OUTCOMES

4.1 Strategic Issues

1. Teaching and learning
2. Research, consultancy and outreach services
3. Resources and governance
4. Competitiveness of the Faculty

4.2 Strategic Objectives

1. To produce quality and holistic graduates
2. To contribute to knowledge development, innovations and extension
3. To manage the Faculty efficiently and effectively
4. To promote the positive image 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 commits 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 commits to review its academic programmes for relevance in a fast-changing environment. In particular, it is necessary to re-orient the programmes in line with the competitive market, the Vision 2030 document, the Kenya Constitution 2010 and the Universities Act 2012. To excel in teaching and learning, the Faculty, in addition, continues to support training of its staff at all levels – locally and internationally. The Faculty endeavours to produce holistic graduates with requisite knowledge and skills to enable them navigate work environment with ease and confidence. Accordingly, the Faculty's motto is "skills to navigate the global village".

Objective 1: To produce quality and holistic graduates

Strategies

1. Review existing academic programmes and courses
2. Introduce innovative programmes

3. Enhance best practices in teaching and learning
4. Provide appropriate teaching and learning infrastructure

Expected Outcomes

1. Reviewed academic programmes and courses
2. Innovative programmes introduced
3. Enhanced teaching, learning and examination processes
4. Appropriate teaching and learning infrastructure
5. Increased access to distance learning, including e-learning

4.4 Strategic Issue 2: Research, Consultancy and Outreach Services

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, consultancy and outreach services are key strategic issues that the Faculty addresses in order to play its role in the University. Through research, the Faculty contributes to knowledge development leading to social progress, peace and improvement of human life. Consultancy not only plays an important role in national development but also fosters public-private sector partnerships and the financial sustainability of the Faculty. Outreach and extension services are part of the Faculty's commitment to widely share specialized knowledge with the Kenyan community.

Objective 2: To contribute to knowledge development, innovations and extension

Strategies

1. Provide conducive environment for research, consultancy and extension
2. Encourage participation in academic fora

Expected Outcomes

1. Increased research and research outputs
2. Enhanced participation in extension and outreach activities

4.5 Strategic Issue 3: Resources and Governance

Adequate resources and good governance are key to quality teaching, learning and research. 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 strives to promote democratic ideals, gender equity, social justice, inclusivity, integrity, transparency and accountability in all its management structures. As stipulated in Chapter 6 on leadership and integrity the Faculty promotes honesty in the execution of duties, accountability to the public for its decisions and actions, discipline and commitment in service to customers.

Objective 3: To manage the Faculty efficiently and effectively

Strategies

1. Review and implement good governance structures
2. Institute mechanisms for recognition of outstanding performance
3. Support and maintain a conducive working environment
4. Diversify and increase sources of revenue

Expected outcomes

1. Efficient and effective governance structures
2. Recognition of outstanding performance
3. Effective utilization of Management Information System
4. Higher income through research and consultancies
5. Improved ranking in performance contracting

4.6 Strategic Issue 4: Competitiveness of the Faculty

The Faculty 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 academic and support staff. In addition, the Faculty boasts of an increased enrolment of students in its programmes. However, with the increasing number of both public and private

universities, including many other programmes in the University, the Faculty still remains on the cutting edge by maintaining highly qualified staff and dynamic collaborative programmes.

Objective 4: To promote the positive image of the Faculty

Strategies

1. Produce holistic graduates
2. Create and revitalize linkages
3. Increase the visibility of the Faculty
4. Encourage a culture of academic excellence
5. Ensure a conducive learning and work environment
6. Enhance communication with stakeholders

Expected outcomes

1. Functional Faculty-industry/public/private sector partnerships
2. Increased alignment of academic programmes to the Vision 2030, the Constitution of Kenya 2010, the Universities Act 2012 and the University of Nairobi Statutes and Policies
3. New and revitalized local and international linkages
4. Improved ranking within the College
5. Faculty of Arts alumni chapter created
6. Holistic graduates

5 PERFORMANCE PLAN

STRATEGIC ISSUE 1: TEACHING AND LEARNING

Strategic Objective 1: To produce quality and holistic graduates

Strategies

1. Review existing academic programmes and courses
2. Introduce innovative programmes
3. Enhance best practices in teaching and learning
4. Provide appropriate teaching and learning infrastructure

Expected Outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Reviewed academic programmes and courses	Number of reviewed academic programmes and courses	4	10	2013-2018	Dean HoDs
Innovative programmes introduced	Number of new programmes	8	20	2013-2018	Dean HoDs
Enhanced teaching, learning and examination processes	Compliance with the stipulated teaching, learning and examination processes	-	100%	2013-2018	Dean/HoDs Staff and Students
	Training in effective teaching	-	Yearly	2013-2018	Dean/HoDs & Staff
	Training on use of ICT in teaching and learning	-	10 per year	2013-2018	Dean/HoDs & Staff
Appropriate teaching and learning infrastructure	Schedule for comprehensive maintenance of teaching and learning infrastructure	-	Yearly	2013-2018	Dean HoDs
	Number of renovated and well-equipped lecture rooms/halls	-	50%	2013-2018	Dean/HoDs Maintenance Procurement
	Number of new teaching and learning rooms acquired	-	20	2013-2018	Dean HoDs
	Proportion of lecture rooms with ICT infrastructure	5%	25%	2013-2018	Dean HoDs and College ICT
	Proportion of staff with access to ICT infrastructure	1:3	1:1	2013-2018	Dean HoDs
	Proportion of students with access to ICT infrastructure	1:30	1:15	2013-2018	Dean HoDs
	Proportion of staff with adequate and well-furnished offices	25%	75%	2013-2018	Dean HoDs

Increased access to distance learning, including e-learning	Mode and platform of delivering distance learning including e-learning reviewed	-	Immediate and continuous	2013-2018	Dean HoDs
	Proportion of programmes in e-learning mode	-	100%	2013-2018	Dean HoDs
	Proportion of course units with teaching modules for distance learning	25%	100%	2013-2018	Dean HoDs
	Number of students on open, distance and electronic learning (ODEL)	170	150 per year	2013-2018	Dean HoDs

*HoDs=Heads of Department

STRATEGIC ISSUE 2: RESEARCH, CONSULTANCY AND OUTREACH SERVICES**Strategic Objective 2: To contribute to knowledge development, innovations and extension****Strategies**

1. Provide conducive environment for research, consultancy and extension
2. Encourage participation in academic fora

Expected Outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Increased research and research outputs	Number of research projects	25	40 per year	2013-2018	Dean HoDs and Staff
	Number of academic publications	33	60 per year	2013-2018	Dean HoDs and Staff
	Number of academic papers presented	43	200 per year	2013-2018	Dean HoDs and Staff
	Number of faculty-organized academic fora	1	3 per year	2013-2018	Dean HoDs and Staff
	Frequency of Hekima Journal	1 per year	2 issues per year	2013-2018	Dean HoDs and Staff
Enhanced participation in extension and outreach activities	Proportion of faculty staff engaged in outreach and extension activities	50%	75% of staff per year	2013-2018	Dean HoDs and Staff
	Number of outreach and extension materials produced	-	5 per year	2013-2018	Dean HoDs and Staff

*HoDs=Heads of Department

STRATEGIC ISSUE 3: RESOURCES AND GOVERNANCE**Strategic Objective 3: To manage the Faculty efficiently and effectively****Strategies**

1. Review and implement good governance structures
2. Institute mechanisms for recognition of outstanding performance
3. Support and maintain a conducive working environment
4. Diversify and increase sources of revenue

Expected Outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Efficient and effective governance structures	Compliance with the Faculty Service Charter	100%	100%	2013-2018	Dean/HoDs & Staff
	Compliance with ISO 9001:2008 standard	100%	100%	2013-2018	Dean/HoDs Staff and Students
	Compliance with the University policies and procedures	100%	100%	2013-2018	Dean/HoDs Staff and Students
	Average staff performance appraisal index	75%	90%	2013-2018	Dean/HoDs & Staff
	Periodic customer satisfaction survey	-	Quarterly	2013-2018	Dean/HoDs
	Design of a Faculty-based staff satisfaction index	-	Immediate	2013	Dean/HoDs
	Improved lines of communication	-	Continuous	2013-2018	Dean/HoDs
Recognition of outstanding performance	Criteria for recognizing outstanding performance	-	Immediate and continuous	2013-2018	Dean/HoDs
	Roll of honor for outstanding performance	-	yearly	2013-2018	Dean/HoDs
Effective utilization of Management Information System	Faculty-based comprehensive and up-to-date database	-	continuous	2013-2018	Dean/HoDs
Higher income through research and consultancies	Income generated by the Faculty through research and consultancies	KSh 30 million	KSh 50 million per year	2013-2018	Dean/HoDs & Staff
Improved ranking in performance contracting	Higher PC ranking within College	No. 3	No. 1	2013-2018	Dean HoDs and Staff

*HoDs=Heads of Department

STRATEGIC ISSUE 4: COMPETITIVENESS OF THE FACULTY

Strategic Objective 4: To promote the positive image of the Faculty

Strategies

1. Produce holistic graduates
2. Create and revitalize linkages
3. Increase the visibility of the Faculty
4. Encourage a culture of academic excellence
5. Ensure a conducive learning and work environment
6. Enhance communication with stakeholders

Expected Outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Functional Faculty-industry/public/private sector partnerships	Number of contractual partnerships	20	20 per year	2013-2018	Dean HoDs
Increased alignment of academic programmes to the Vision 2030, the Constitution of Kenya 2010 and the Universities Act 2012	Level of compliance	50%	100%	2013-2018	Dean HoDs
	Number of Vision 2030 flagship programmes	1	1 per year	2013-2018	Dean HoDs
New and revitalized local and international linkages	Number of local contractual linkages	-	10 per year	2013-2018	Dean HoDs
	Number of international contractual linkages	30	10 per year	2013-2018	Dean HoDs
	Number of endowed academic chairs	1	2	2013-2018	Dean HoDs
	Number of incoming international students	100	60 per year	2013-2018	Dean HoDs
	Number of outgoing international students	20	30 per year	2013-2018	Dean HoDs
	Number of visiting scholars	6	18	2013-2018	Dean HoDs
Improved ranking within the College	Higher performance contract within college	No. 3	No. 1	2013-2018	Dean/HoDs & Staff
	Updated webpages	-	Continuous	2013-2018	Dean/HoDs & Staff
Faculty of Arts alumni chapter created	Faculty of Arts alumni chapter	-	Immediate	2013-2018	Dean HoDs
Holistic graduates	Number of students professional associations	8	15	2013-2018	Dean HoDs
	Students participation in professional associations	45%	75%	2013-2018	Dean HoDs

*HoDs=Heads of Department

The Faculty Strategic Plan Committee

1. Prof. Peter Wasamba Associate Dean, Faculty of Arts (Chairman)
2. Dr. Rayya Timammy Associate Dean, Faculty of Arts
3. Dr. Samuel Owuor Chair, Department of Geography & Environmental Studies
4. Dr. Robinson Ocharo Chair, Department of Sociology & Social Work
5. Dr. J. B. Ndohvu Department of Philosophy & Religious Studies
6. Dr. Jane A. N. Oduor Department of Linguistics and Languages
7. Ms. Anna P. Mwangi Department of Literature
8. Ms. Joan Gichuru Senior Administrative Assistant, Faculty of Arts
9. Ms. Rose Kanji Secretary, Faculty of Arts
10. Ms. Fridah Nyambeki ICT Officer, Main Campus