



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

STRATEGIC PLAN
2013-2018

May 2013

Vision

A leading College that promotes excellence in teaching, training, research, consultancy and community service

Mission

To provide quality training, learning, research and consultancy in humanities and social sciences by creating, preserving, transmitting and utilising knowledge for the benefit of humanity

Core Values

The College shall be guided by the following core values:

1. Freedom of thought and expression
2. Innovativeness and creativity
3. Good corporate governance
4. Team spirit and teamwork
5. Quality customer service
6. Social responsibility

Preface

This Strategic Plan is for the period 2013 – 2018. It succeeds the strategic plan for the period 2008-2013 now past. The current plan is informed by the critical changes that have either occurred or are expected to occur in the internal and external environments of the College.

This plan was developed after a review of various policy and strategy documents of the University and Government of Kenya. The process was guided by government sector specific standards documents and sector performance standards that streamlined approach to performance contracting for public sector institutions. The pertinent documents include the Kenya Vision 2030, the Constitution of Kenya 2010, the Universities Act 2012, and the University of Nairobi Strategic Plan 2013-2018, the University of Nairobi Charter. The plan was aligned to these documents. It was presented and discussed at the College Management and Academic Boards.

The plan has six sections: introduction; vision, mission and core values; strategic analysis; strategic objectives and strategies; implementation plan; and monitoring and evaluation plan. The Plan was cascaded to the Faculties, Schools, Institutes and Centres of the College.

Foreword

The College of Humanities and Social Sciences launched its first Strategic Plan for the period 2005 – 2010 which was in tandem with the University of Nairobi Strategic plan for the same period.

The Strategic plan was later reviewed giving rise to the 2008-2013 Strategic Plan. The 2013-2018 Strategic Plan addresses emerging challenges, changes and new opportunities. It is aligned to the University of Nairobi Strategic Plan, Vision 2030, the Constitution of Kenya 2010 and the Universities Act 2012. The plan also addresses critical issues of quality of academic programmes, efficiency and effectiveness of management, contribution to knowledge development and innovations and to enhance competitiveness of the college.

We are cognisant of the fact that this Strategic Plan with all its good intentions may just remain a pack of nice ideas. Its relevance lies in how we all embrace it and appreciate every stakeholder's role in achieving our vision; A leading College that promotes excellence in teaching, training, research, consultancy and community service.

Enos H.N. Njeru
Principal, CHSS
&
Professor of Sociology and Anthropology

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Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
CAB	College Academic Board
CMB	College Management Board
CHSS	College of Humanities and Social Sciences
CMO	Chief Medical Officer
CODs	Chairmen of Departments
CUE	Commission for University Education
Dept.	Department
Dir.	Director
DOS	Dean of Students
FB	Faculty Board
FO	Finance Officer
Govt.	Government
HIV	Human Immune Deficiency Virus
HODs	Head of Departments
ICT	Information and Communication Technology
ISO	International Organization for Standardization
MD	Managing Director
O&M	Operating and Maintenance
ODeL	Open, Distance and eLearning
PC	Personal Computer
Ph.D.	Doctor of Philosophy
SWA	Students Welfare Authority
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNES	University of Nairobi Enterprise Services
VC	Vice-Chancellor

1.0 Introduction

1.1 Background

The College of Humanities and Social Sciences (CHSS) is one of the six Colleges of the University of Nairobi. Like the other five, it was established following the recommendations of the 1985 Presidential Visitation Committee headed by Mr. Geoffrey Kariithi. The College comprises one faculty, four schools and five institutes and three centres.

CHSS is the largest College of the University with over 52 percent of the total student enrolment and staff. The College operates in several locations namely, Main, Parklands, Lower Kabete, Mombasa and Kisumu campuses and at the Museum Hill in Nairobi. The faculties, schools, institutes and centres offer a wide array of academic and research programmes.

The mandate of the College is to implement policies and programmes in the humanities and social science disciplines of the University of Nairobi.

1.2 The Planning Context

The Strategic Plan was developed at a time when the University of Nairobi was facing fundamental changes and challenges both from within and from outside. These include continued decline in government financing, the need to recruit more staff, negotiated performance contracts, expansion of facilities, access to University education and technological advancement. The Plan took into account the constitutional principles relating to gender equity and equality, national cohesion and integration and inclusivity.

2.0 Vision, Mission and Core Values

2.1 Vision

A leading College that promotes excellence in teaching, training, research, consultancy and community service

2.2 Mission

To provide quality training, learning, research and consultancy in humanities and social sciences by creating, preserving, transmitting and utilizing knowledge for the benefit of humanity

2.3 Core values

The College shall be guided by the following core values:

1. Freedom of thought and expression
2. Innovativeness and creativity
3. Good corporate governance
4. Team spirit and teamwork
5. Quality customer service
6. Social responsibility

2.4 Guiding Principles

- Professionalism
- Inclusiveness
- Integrity
- Equity

3.0 Strategic Analysis

The need for the College to plan its direction for the next five years requires a critical evaluation of pertinent internal and external factors that are likely to impact the achievement of its stated mission and objectives. This evaluation is achieved through an analysis of institutional Strengths, Weaknesses, Opportunities and Threats (SWOT).

3.1 Strengths

- a) Strategic location of campuses
- b) Qualified and competent staff
- c) Responsive and transformative leadership
- d) Diverse and competitive programmes
- e) Focused research institutes
- f) Quality and relevant research
- g) Access to vast library resources
- h) Capacity for consultancy
- i) Remarkable legacy and experience
- j) Large and strategic alumni base
- k) Competitive selection of students
- l) Large number of students with diverse backgrounds
- m) Strong resources and asset base
- n) Vast potential for income generation
- o) Robust ICT infrastructure
- p) Vibrant students' professional associations
- q) Space for physical expansion
- r) Active collaboration with national, regional and international institutions
- s) Established management system based on international best practice

3.2 Weaknesses

- a) Over-reliance on academic revenue
- b) Inadequate modern teaching, training and research facilities
- c) Staggered semester schedules
- d) Weak mentorship programme

- e) Weak mechanism for attracting international students
- f) Weak mechanisms for grant attraction
- g) Lack of affordable accommodation for students in the vicinity

3.3 Opportunities

- a) Potential for programme expansion through Distance and e-Learning
- b) Potential for expanding multi-disciplinary programmes
- c) College- public/private sector collaborations
- d) Growing demand for research and consultancy services
- e) Increasing demand for higher education
- f) Emerging opportunities for networking
- g) High speed Internet connectivity (under -sea fibre cable) and national fibre backbone
- h) Increased demand for academic and executive development programmes
- i) Opportunities for fund raising
- j) Expansion of secondary school education
- k) Potential for national economic growth

3.4 Threats

- a) Increased competition from local and international institutions of higher learning
- b) High cost of ICT facilities
- c) Poaching of staff by other institutions
- d) High rate of poverty in the country
- e) High cost of living in Nairobi
- f) Inadequate budgetary allocation

4.0 Strategic Issues, Objectives, Strategies and Outcomes

4.1 Strategic Issues

- a) Teaching and Learning
- b) Resources, Facilities and Infrastructure
- c) Governance and Leadership
- d) Research, Consultancy, Innovation and Technology
- e) Competitiveness and Image of the College

4.2 Strategic Objectives

- 1) To produce quality and holistic graduates in humanities and social sciences
- 2) To expand and prudently manage the college resources
- 3) To manage the college effectively and efficiently
- 4) To contribute to the development of society through creation, dissemination, application and storage of knowledge
- 5) To enhance the image of the college for competitiveness

4.3 Strategic Objectives and Strategies

4.3.1 Teaching and Learning

The College of Humanities and Social Sciences is committed to achieving excellence in its core business of teaching and learning. As such, it must ensure that it offers quality academic programmes. These programmes must be designed to meet the development needs identified in Vision 2030, the aspirations envisaged in the Constitution of Kenya 2010 as well as the Universities Act 2012. The programmes must also be diversified in order to afford greater opportunities to Kenyans and others to access quality education and knowledge. Ultimately, the programmes should aim at producing graduates who are well equipped with theoretical knowledge and practical skills to contribute efficiently and effectively to the realization of the development goals of the country.

Towards this end, the College has identified the following objectives and strategies:

Objective 1: To produce quality and holistic graduates in humanities and social sciences

Strategies

- Review academic programmes in line with the guidelines of the University and CUE
- Improve the process of delivering distance and e-learning
- Internationally benchmark academic programmes

Expected outcomes:

- More satisfied stakeholders
- Increased enrollment in open and distance learning programmes

4.3.2 Resources, Facilities and Infrastructure

The ability of the College to deliver on its mandate depends on the resources available and the efficiency of their deployment. The resources comprise finances, human capital, physical assets and infrastructure. The outcomes envisaged in this Plan will be realized through the deployment of adequate resources, investment in physical facilities and infrastructure and addressing staff remuneration and welfare.

Objective 2: To expand and prudently manage the college resources, facilities and infrastructure

Strategies

1. Increase and diversify the revenue base
2. Optimize utilization of college resources, facilities and infrastructure

Expected outcomes:

- Increased financial resources

- New and diversified sources of revenue
- Greater efficiency in the use of college resources, facilities and infrastructure

4.3.3 Governance and Leadership

The College appreciates that in order to maintain a productive and motivated workforce, and a culture of accountability and responsibility, it must be committed to good governance as part of its overarching management ethos.

To become a leading College that promotes excellence in teaching, training, research and consultancy, it must embrace effectiveness and efficiency as part of its commitment to its vision and mission, and the provisions of Vision 2030, the Constitution of Kenya 2010, the Universities Act 2012 and other international best practices.

Objective 3: To manage the college effectively and efficiently

Strategies

- a. Review governance and management structure, systems and functions
- b. Promote good leadership and performance culture
- c. Prepare a college master plan

Expected outcomes:

1. Improved management efficiency
2. Enhanced sense of commitment and loyalty to the college
3. Greater productivity
4. Improved ranking in performance contracting

4.3.4 Research, Consultancy, Innovation and Technology

One of the objects and functions of the College is to participate in the discovery, transmission and preservation of knowledge and to stimulate the intellectual life and cultural development of Kenya. Research, Innovation and Consultancy are key strategic

issues that the College must address in order to play its role in the University's performance of this mandate.

Through Research, the College will add to the University's contribution towards the body of knowledge upon which social progress, understanding, peace and the improvement of human life in Kenya, the region and the world as a whole can be anchored.

Consultancy provides opportunities for the College 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.

To this end the college will endeavor to achieve the following objective:

Objective 4: To contribute to the development of society through creation, dissemination, application and storage of knowledge

Strategies

1. Enhance the capacity of researchers to develop proposals
2. Develop and implement appropriate research programmes
3. Enhance dissemination of research outputs
4. Promote relevant consultancy services

Expected outcomes:

- Enhanced research output
- Increased consultancies

4.3.5 Image of the College

In the age of globalization, it is strategic for institutions to foster networks, partnerships and linkages in order to enhance their competitive edge. Being the largest college in the University of Nairobi, CHSS must play its role in fostering mutual

linkages and partnerships with other peer institutions and industry locally and internationally.

Whereas the College boasts of a number of existing academic linkages, it is imperative that more value-adding networks, partnerships and linkages are built at local, regional and international levels to support the overall effort of the University to maintain its leading position in the global arena. As the College fosters existing linkages and opens new ones, it is equally important that we create a positive perception in the minds of the public and potential students by promptly and effectively responding to their concerns about learning, research and extension.

This Plan addresses issues of identity, culture and governance of students as the College strives to improve its image. In this day and age when the University is faced with competition from other institutions, the College seeks to brand in order to enhance its corporate image.

Objective 5: To enhance the image of the college

Strategies

- Brand the college
- Review partnerships and linkages to determine their worth to the college
- Enhance communication to stakeholders

Expected outcomes:

- Consistent positive corporate image
- Increased internationalization of the College
- Increased linkages with local institutions

5.0 Performance Plan

Strategic Issue 1: Teaching and Learning

Strategic Objective 1: To produce quality and holistic graduates in humanities and social sciences

Strategies

- Review academic programmes in line with the guidelines of the University and CUE
- Improve the process of delivering distance and e-learning
- Internationally benchmark academic programmes

EXPECTED OUTCOME	PERFORMANCE INDICATOR	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
More satisfied stakeholders	Increased employment rate of graduates	-	60%	2013-2018	Principal, Deans/Directors, HoDs
	Programme completion rates	-	100%	2013-2018	Principal, Deans/Directors, HoDs
	Increased rate of enrollment	29,821	10%	2013-2018	Principal, Deans/Directors, HoDs
	Positive feedback from employers	53.5%	70%	2013-2018	Principal, Deans/Directors, HoDs
	No. of accredited programmes	66	76	2013-2018	Principal, Deans/Directors, HoDs
	No. of sports facilities available to students	15	18	2013-2018	Principal, Deans/Directors, HoDs
	No. of established students professional associations	41	45	2013-2018	Principal, Deans/Directors, HoDs Ass. Dean of students
	Proportion of seminars, public lectures and related activities with student participation	-	100%	2013-2018	Principal, Deans/Directors, HoDs
	No. of students participating in exchange programmes	-	200	2008-2013	Principal, Deans/Directors, HoDs
Increased enrollment in open and distance learning programmes	No. of students on ODeL	400	800	2013-2018	Principal, Deans/Directors, HoDs

Strategic Issue 2: Resources, Facilities and Infrastructure

Strategic Objective 2: *To expand and prudently manage the college resources, facilities and infrastructure*

Strategies

1. Increase and diversify the revenue base
2. Optimize utilization of college resources, facilities and infrastructure

EXPECTED OUTCOME	PERFORMANCE INDICATORS	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
Increased financial resources	Increase in revenue	3.44 bn	30%	2013-2018	Principal, Deans/Directors, HoDs
New and diversified sources of revenue	No. of new revenue streams	3	5	2013-2018	Principal, Deans/Directors, HoDs
	Decrease the proportion of total revenue derived from academic stream	70%	60%	2013-2018	Principal, Deans/Directors, HoDs
Greater efficiency in the use of assets	Audit facilities and infrastructure to determine level of utilization	-	100%	June 2014	Principal, Deans/Directors, HoDs

Strategic Issue 3: Governance and Leadership

Objective 3: To manage the college effectively and efficiently

Strategies

- Review governance and management structure, systems and functions
- Promote good leadership and performance culture
- Prepare a college master plan

EXPECTED OUTCOME	PERFORMANCE INDICATOR	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
Improved management efficiency	No. of timely decisions made and implemented	College service charter	100%	2013-2018	Principal, Deans/Directors, HoDs
	Reduction on major non-conformities as per the ISO 9001:2008 standard	2	0	2013-2018	Principal, Deans/Directors, HoDs
Enhanced sense of commitment and loyalty to the college	Attendance of meetings	-	80%	2013-2018	Principal, Deans/Directors, HoDs
	Percentage of staff retained in service	95%	97%	2013-2018	Principal, Deans/Directors, HoDs
Greater productivity	Average staff performance appraisal index	75%	90%	2013-2018	Principal, Deans/Directors, HoDs
	Employee satisfaction index	72%	80%	2013-2018	Principal, Deans/Directors, HoDs
Improved ranking in performance contracting	Ranking index in PC	3	1	2013-2018	Principal, Deans/Directors, HoDs
	No. of hits on college websites per year	9.5 million	19.5 million	2013-2018	Principal, Deans/Directors, HoDs

Strategic Issue 4: Research, Consultancy, Innovation and Technology

Objective 4: To contribute to the development of society through creation, dissemination, application and storage of knowledge

Strategies

1. Enhance the capacity of researchers to develop proposals
2. Develop and implement appropriate research programmes
3. Enhance dissemination of research outputs
4. Promote relevant consultancy services

EXPECTED OUTCOME	PERFORMANCE INDICATOR	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
Enhanced research output	No. of academic publications	418	1000	2013-2018	Principal, Deans/Directors, HoDs
	No. of funded research projects	20	40	2013-2018	Principal, Deans/Directors, HoDs
	No. of staff attending conferences and other academic fora	350	1000	2013-2018	Principal, Deans/Directors, HoDs
	No. of papers presented in conferences and other academic fora	100	500	2013-2018	Principal, Deans/Directors, HoDs
	No. of outreach activities annually resulting from research per year	-	50	2013 - 2018	Principal, Deans/Directors, HoDs
	No. of public policy briefs produced from research and presented to policy makers per year	-	30	2013 - 2018	Principal, Deans/Directors, HoDs
	Number of college journals	8	12	2013 - 2018	Principal, Deans/Directors, HoDs
Increased consultancies	No. of Consultancies	175	180	2013 - 2018	Principal, Deans/Directors, HoDs

Strategic Issue 5: Image of the College

Objective 5: To enhance the image of the college

Strategies

1. Brand the college
2. Review partnerships and linkages to determine their worth to the college
3. Enhance communication to stakeholders

EXPECTED OUTCOME	PERFORMANCE INDICATOR	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
Consistent positive corporate image	No. of established Alumni chapters	2	4	2013-2018	Principal, Deans/Directors, HoDs Alumni office
	No. of endowed academic chairs	3	4	2013-2018	Principal, Deans/Directors, HoDs
	Customer satisfaction index	53.5%	60%	2013-2018	Principal, Deans/Directors, HoDs
	No. of times the college appears positively in the media		250	2013-2018	Principal, Deans/Directors, HoDs
Increased internationalization of the college	No. of international students	452	1000	2013-2018	Principal, Deans/Directors, HoDs
	No. of visiting professors	15	20	2013-2018	Principal, Deans/Directors, HoDs
	No. of active international collaborations	30	60	2013-2018	Principal, Deans/Directors, HoDs
Increased linkages with local institutions	No. of CSR initiatives		250	2013-2018	Principal, Deans/Directors, HoDs
	No. of students on internships, attachments, practicum	400	400 p.a	2013-2018	Principal, Deans/Directors, HoDs

6.0 Monitoring and Evaluation Plan

This strategic plan will be implemented through cascaded college unit strategic plans and individual staff performance appraisals. The implementation involves continuous monitoring and annual reviews.

7.0 The Strategic Plan Review Committee

Prof. Peter.O. K’Obonyo	-	Chairman, Deputy Principal, CHSS
Prof. Peter Wasamba	-	Member
Prof. Paul Mbatia	-	Member
Dr. Paul Kamau	-	Member
Dr. Owino Okwiri	-	Member
Dr. Muiru Ngugi	-	Member
Ms Joy K. Asiemu	-	Member
Mr. Joseph Obosi	-	Member
Mrs. Jeannette M. Oloo	-	Co-opted Member
Mr. Nicholas Owino	-	Secretariat
Ms. Zipporah Magaki	-	Secretariat

University of Nairobi

College of Humanities and Social Sciences

P. O. Box 30197 - 00100, Nairobi – Kenya

Tel: +254-2-318262, Ext. 28024

E-mail: principal-chss@uonbi.ac.ke

Website: www.uonbi.ac.ke