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 competiveness 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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Peter O. K’Obonyo</td>
<td>Chairman, Deputy Principal, CHSS</td>
</tr>
<tr>
<td>Prof. Peter Wasamba</td>
<td>Member</td>
</tr>
<tr>
<td>Prof. Paul Mbatia</td>
<td>Member</td>
</tr>
<tr>
<td>Dr. Paul Kamau</td>
<td>Member</td>
</tr>
<tr>
<td>Dr. Owino Okwiri</td>
<td>Member</td>
</tr>
<tr>
<td>Dr. Muiru Ngugi</td>
<td>Member</td>
</tr>
<tr>
<td>Ms. Joy K. Asiema</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. Joseph Obosi</td>
<td>Member</td>
</tr>
<tr>
<td>Mrs. Jeannette M. Oloo</td>
<td>Co-opted Member</td>
</tr>
<tr>
<td>Mr. Nicholas Owino</td>
<td>Secretariat</td>
</tr>
<tr>
<td>Ms. Zipporah Magaki</td>
<td>Secretariat</td>
</tr>
</tbody>
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