

UNIVERSITY OF NAIROBI

ACADEMIC DIVISION

Strategic Plan 2008- 2013

**“Excellence in Academic Programmes
Management.”**

2008

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Preface

The University of Nairobi is the largest Public University in Kenya. The University has over 34,000 students in both Module I (Regular) and Module II and III Programmes. The University has 6 Colleges and offers a wide range of academic programmes.

In the process of providing high-level manpower training, the Academic Division has a crucial role in meeting the dynamic needs of various players in the academic arena. Our focus is: “Promoting Excellence in Academic Programmes Management”.

The Academic Division strives to meet all the demands of our customers to their satisfaction. The Academic Division will continue to be the driving force behind the University of Nairobi being a world-class University committed to scholarly excellence.

UNIVERSITY OF NAIROBI

ACADEMIC DIVISION STRATEGIC PLAN

1. INTRODUCTION

The inception of the University of Nairobi is traced back to 1956, with the establishment of the Royal Technical College which admitted its first lot of A-level graduates for technical courses in April the same year. The Royal Technical College was transformed into the second University College in East Africa on 25th June, 1961 under the name Royal College Nairobi and was admitted into a special relations with the University of London whereupon it immediately began preparing students in the faculties of Arts, Science and Engineering for award degrees of the University of London. Meanwhile, students in other faculties such as the Faculty of Special Professional Studies (later renamed Faculty of Commerce) and Faculty of Architecture continued to offer diplomas for qualifications of professional bodies/ institutions.

On 20th May 1964, the Royal College Nairobi was renamed University College Nairobi as a constituent college of inter-territorial, Federal University of East Africa, and henceforth the enrolled students were to study for degrees of the University of East Africa and not London as was the case before. In 1970, the University College Nairobi transformed into the first national university in Kenya and was renamed the University of Nairobi.

In view of the rapid expansion and complexities in administration, the University underwent a major restructuring in 1983 resulting in decentralization of the administration, by creation of six (6) campus colleges headed by principals. The following are the names and respective locations of the colleges:-

- College of Agriculture & Veterinary Sciences situated at Upper Kabete Campus

- College of Architecture & Engineering situated at the Main Campus
- College of Biological & Physical Sciences situated at Chiromo Campus
- College of Education & External Studies situated at Kikuyu Campus
- College of Health Sciences situated at the Kenyatta National Hospital Campus
- College of Humanities & Social Sciences situated at the Main Campus – Faculty of Arts; Parklands Campus-Faculty of Law; Lower Kabete Campus-Faculty of Commerce

The University is managed by the Central Administration, which is made up of 3 Divisions name:

- (i) Administration Division, which is in charge of recruitment and training among other functions.
- (ii) Planning Division, which is in charge of planning and publications among other functions.
- (iii) Academic Division, which is in charge of management of academic programmes among other functions.

1.2 **THE ACADEMIC DIVISION**

What is the role of the Academic Division in achieving the objectives of the University of Nairobi?

The Academic Division at large is made up of the following:

- Office of the Deputy Vice-Chancellor (Academic Affairs)
- Academic Registrar's office
- Examination Office
- Admissions Office
- Deans/Senate Secretariat
- Board of Common Undergraduate Courses
- Board of Postgraduate Studies
- Dean of Students Office

- Center for International Programmes and Links
- University Press
- Sports and Games Department

It has the following functions:

- Preparation of Syllabus and Regulations,
- Co-ordination of examinations,
- Post-graduate students admissions and welfare,
- Research supervision,
- Students' Welfare Services and
- Academic staff development.

The Academic Division Strategic Plan while addressing the above University objectives seeks to achieve and answer the following questions:

- Where do we want to go? (Objectives)
- How do we get there? (Strategies)
- What decisions can be made to get there? (short term and Long term strategies)

This Strategic Plan will focus on the following Sections:

- Academic Registrar's office
- Examination Office
- Admissions Office
- Deans/Senate Secretariat

2. **PHILOSOPHICAL FRAMEWORK**

2.1 **Mission**

To provide excellent services to students and stakeholders in the management of academic programmes and to facilitate efficient policy formulation and implementation of the decisions of the University management on academic issues and those that enhance the development of a holistic student.

2.1.2 **Vision**

To be a provider of excellent academic support services that are comparable to the best Universities regionally and globally.

2.1.3. **Core Values**

- ***Truth,***
- ***Integrity,***
- ***Honesty,***
- ***Tolerance,***
- ***Professionalism,***
- ***Team-work***
- ***Meritocracy***
- ***Ethical practices***
- ***Creativity***
- ***Innovative***
- ***Openness***
- ***Transparency***
- ***Leadership***
- ***Respect***
- ***Protect the environment.***

2.2 **Strategic Objectives**

For the planning period 2008-2013, the Academic Division has set out the following as the strategic objectives.

- 1. To develop management structures and support services that will enhance the efficiency and effectiveness of the Academic Division**
- 2. To enhance efficiency and effectiveness in the provision of services through the recruitment of competent staff, establishment of a scheme of service and appropriate deployment of staff in Academic Division.**
- 3. To ensure the provision of a conducive working environment, facilities and equipment to enhance staff performance**
- 4. To provide secretarial, logistical and administrative support to University management and ensure implementation of decisions and efficient maintenance of records.**
- 5. To improve on the streamlined and consolidated the admission processes.**
- 6. To enhance the use of SMIS for improved student records management and efficient and effective service delivery.**
- 7. To provide adequate examination support services and to create an efficient system of examination that guarantees security and confidentiality.**

3. **STRATEGIC ANALYSIS**

While providing support services in academic programmes management, it is important to conduct a strategic analysis of the academic Division:

3.1. **STRENGTHS**

- Source of reliable information to stakeholders on University admission requirements.
- Ability to focus on critical issues and tasks and to complete them in due time despite constraints.
- Access to a pool of trained and qualified staff in diverse fields.
- Experience in designing, implementing and managing student admission standards, maintaining student records and consulting with various academic units.
- Diversified and specialized academic programmes
- Strategically located in the capital City.
- An academic platform for interaction and collaboration among academic staff within and across disciplines.
- Large number of international programmes and links
- Wealth of accumulated experience.
- Long-standing traditions of the Institution.
- Dedicated and qualified staff.
- Access to diverse skills, knowledge and expertise of University scholars for an unlimited source of ideas.
- An established reputation in publishing academic and scholarly materials.
- Have good student data/statistics

3.2 **WEAKNESSES (CHALLENGES)**

- Inadequate ICT availability and usage
- Limited office space and furniture
- Low staff morale due to uncompetitive remuneration, low staffing levels and poor working conditions.
- Cumbersome data processing and storage.
- Lack of adherence to set time frames

- Lack of authority to enforce mandated responsibilities in the administration, teaching, monitoring and co-ordination of common undergraduate courses.
- Inadequate funding.
- Inadequate staff
- Lack of proper offices
- Lack of adequate equipment and furniture.
- Frequent transfer of staff.
- Lack of storage facilities and space for Records.
- Lack of harmonized University Calendar.
- Inadequate communication and ICT connectivity
- Unavailability of records and incomplete records.
- Late submission of examination scripts and consolidated mark sheets.
- Lack of a clear and comprehensive publishing policy to guide operations.

3.3 **OPPORTUNITIES**

- To play a great role in the centralization of admission process
- Has national data base for all students admitted to public universities
- Increasing demand for higher education.
- An emerging worldwide trend towards academic partnerships and links.
- Links with corporate sector around the University
- Increased demand for secretarial and logistical support.
- High demand for University of Nairobi programmes.
- Increased emphasis on global University partnership linkages with international networks.
- Demand for student involvement in social economic and political issues.
- Efficient and committed staff.
- Security of examination processing.
- Direct supervision of the examination process by Senior Officers.
- Availability of historical records.
- Growing demand for educational material at academic and tertiary levels locally and internationally.
- A growing demand for open and distance learning materials.

3.4 **THREATS**

- Poor flow and dissemination of information to stake holders.
- Inability to have qualified staff promoted.
- Increased competition from public and private Universities.
- Reduced opportunities for scholarships and high cost of postgraduate training
- Long duration of postgraduate programmes.
- Negative attitude by stakeholders towards common undergraduate courses.
- Reduced funding
- Negative student behaviour.
- Lack of messengerial and clerical staff.
- Poaching of staff by other units within the University.
- Long procurement procedures that delay acquisition of equipment.
- High rate of poverty among students.
- HIV/AIDS and other emerging life threatening medical conditions.
- Dwindling financial support decreases the potential to venture into areas of publishing.
- Strong challenges to the book market due to the introduction of e-publishing, e-marketing and e-selling.
- Copyright infringement through photocopying, plagiarism and piracy.

4. **STRATEGIC THEMES**

The Academic Division identified the 7 strategic objectives to be addressed.

4.1 **Strategic Issues**

1. Management Structures
2. Human Resources
3. Facilities

4. Administrative Support Services
5. Admissions
6. Students Management Information System (SMIS)
7. Examinations

4.2 The Strategic Objectives

The Academic Division developed strategic objectives and strategies for each of the above strategic issues:

1. To develop management structures and support services that will enhance the efficiency and effectiveness of the Academic Division
2. To enhance efficiency and effectiveness in the provision of services through the recruitment of competent staff, establishment of a scheme of service and appropriate deployment of staff in Academic Division.
3. To ensure the provision of a conducive working environment, facilities and equipment to enhance staff performance
4. To provide secretarial, logistical and administrative support to University management and ensure implementation of decisions and efficient maintenance of records.
5. To improve on the streamlined and consolidated the admission processes.
6. To enhance the use of SMIS for improved student records management and efficient and effective service delivery.

- 7 To provide adequate examination support services and to create an efficient system of examination that guarantees security and confidentiality.

4.3 STRATEGIC OBJECTIVES AND STRATEGIES.

Objective 1

To develop management structures and support services that will enhance the efficiency and effectiveness of the Academic Division

Strategies

- Review the functions and responsibilities of sections.
- Ensure staff and sections hold regular meetings.
- Set up a unit and procedures for quality control.

Objective 2

To enhance efficiency and effectiveness in the provision of services through the recruitment of competent staff, establishment of a scheme of service and appropriate deployment of staff in Academic Division.

Strategy

- Facilitate staff to be trained in appropriate skills.

Objective 3

To ensure the provision of a conducive working environment, facilities and equipment to enhance staff performance

Strategy

- Facilitate all sections to have well equipped offices.

Objective 4

To provide secretarial, logistical and administrative support to University management and ensure implementation of decisions and efficient maintenance of records.

Strategies

- Introduce group email addresses for dissemination of information.
- Compile current Senate approved policies.
- Publish a handbook for Senate approved policies.
- Streamline the processing of Staff Education Support Fund applications.

Objective 5

To improve the streamlined and consolidated admission processes.

Strategies

- Update admission information on the website.
- Open student files.
- Revise the admission booklet.

Objective 6

To enhance the use of SMIS for improved student records management and for efficient and effective service delivery.

Strategies

- Enhance the use of SMIS for efficient and effective service delivery.

Objective 7

To provide adequate examination support services and to create an efficient system of examination that guarantees security and confidentiality.

- Issue of academic transcripts to current students within 3 days from the date requests subject to receipt of approved consolidated mark sheets.
- Publish handbook on emanations.
- Publish the information handbook o examinations on the website.
- Reduce the number of corrections on certificates.
- Disseminate the handbook to all senators and students.
- Implement the reviewed allowances for External Examiners.

5. MONITORING AND EVALUATION

Performance monitoring and evaluation in the Academic Division shall be the responsibility of the Deputy Vice-chancellor through continuous performance self-assessment.

The following methods shall be used:

5.1 Setting Performance Targets

The Academic Division will set performance targets as part of the annual work plans derived from the strategic plans. In setting the targets, the following performance framework shall be used:

- **Expected outcomes**

This is a specification of the expected outcomes from a particular strategy. This should be tangible as to be measurable

- **Performance indicators**

These are indications of the measurable parameters that are to be used as measures of the extent to which the strategic objective has been fulfilled within the context of the particular strategy. These are given in the form of a particular action completed or the extent of the action to be completed.

- **Targets**

These are the targets set as indicators of the extent of fulfillment of the specific strategy. Usually this has been given in the form of time, number, and percentage, or a particular action completed.

- **Time Frame**

This indicates the time domain within which this strategy has to be complete.

- **Responsibility**

Here the specific office and officer to be responsible for the specific action is specified.

- **Assumptions**

The success of most of the actions considered here shall depend on certain assumptions. In most cases these

assumptions are constraints do act as constraints to the success of the particular strategy, to which the action plan should then be sensitive to.

5.2 Performance Framework

Expected results	Performance indicators	Sources of verification	Data collection methods	Data collection frequency	Responsibility	Assumptions

Monitoring will be undertaken for the following reasons:

- Establish if performance targets have been met and the explanations as necessary
- Act as an early warning system and detect potential difficulties and help to address them during implementation
- Provide a feedback before the next phase of implementation.

5.3 Performance Evaluation

It will be done at the end of each year to establish whether the intended results have been realized.

7.

APPENDICIES**ACTION PLAN MATRICES****Strategic Objective 1: Management Structure**

To develop management structures and support services that will enhance the efficiency and effectiveness of the Academic Division

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Assumptions
Strategy 1: Review the current structure					
Efficiency	Review the functions and responsibilities of sections.	90%	2010	DVC (AA), Academic Registrar, Section Heads	
Strategy 2: Analyze the various processes					
Improved Performance.	Ensure every Units hold regular meetings.	30%	Continu ous	DVC (AA), Academic Registrar, Section Heads	
Strategy 3: Review the administrative support services					
Adequate staff for each section.	Clearly defined administrative processes.	70%	2008/ 2009	DVC (AA), Academic Registrar, Section Heads	
Strategy .4: Enhance communication and consultation					

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Assumptions
Well-informed personnel.	Ensure staff hold Regular staff meetings in Sections/Division.	100%	Immediate.	DVC (AA), Academic Registrar, Section Heads' Director, I.C.T.	
Strategy .5: Quality Control					
High quality programmes	Monitor and evaluate academic programmes	100%	Immediate.	DVC (AA), Academic Registrar, Section Heads' Director, I.C.T.	

Strategic Objective: 2 Human Resources

To enhance efficiency and effectiveness in the provision of services through the recruitment of competent staff, establishment of a scheme of service and appropriate deployment of staff in Academic Division.

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Assumptions
Strategy 1. Enhance staff motivation and performance					
Motivated staff.	Promotion when due. Staff Awards/ Recognition. Team building sessions Staff Parties	20%	2008/ 2009 Nov.	VC, DVC (AA), DVC (A&F), Academic Registrar.	
Strategy .2: Conduct training needs assessment and Identify appropriate training for staff					
Clear understanding of training needs for staff.	Staff sent to appropriate skills training.	20%	Continu ous	DVC (AA) DVC (A&F)	

Strategic Objective: 3 Facilities

To ensure the provision of a conducive working environment, facilities and equipment to enhance staff performance

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Assumptions
Strategy 1. Provision of adequate equipment and facilities					
Well equipped offices	Improved performance of duties.	50%	Immediate.	DVC (AA) DVC (A&F)	
Strategy 2. Consolidation of available office space.					
Proper location and consolidation of office space.	Efficient supervision of staff and flow of work.	50%	Immediate.	DVC (AA) DVC (A&F) Academic Registrar	

Strategic Objective: 4 Administrative Support Services

To provide secretarial, logistical and administrative support to University management and ensure implementation of decisions and efficient maintenance of records.

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Assumptions
Strategy 1. Modernize and computerize records management systems					
Up-to date records.	Accurate, reliable and accessible data.	30%	2008/2009	DVC (AA) Academic Registrar	Availability of funds.
Strategy .2: Establish a mechanism for receiving feedback from various units that implement the decisions of the key organs of the University.					
Improved communication channels.	Improve internal/external dissemination of information. Introduce an up-to-date Contacts list.	90%	Continuous	VC DVC (AA) Academic Registrar Section Heads.	
Strategy .3: Facilitate the implementation of Senate approved Policies.					
Improved implementation of policies.	Improve decisions making.	90%	Continuous	VC DVC (AA) Academic Registrar Section Heads.	

Strategic Objective: 5 Admissions

To improve on the streamlined and consolidated admission processes.

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Assumptions
Strategy .1: Expand the degree choices for Module II and III applicants.					
Increased opportunities for Module II and III applicants.	Provision of 4 offers to Module II and III applicants.	50%	2009	DVC (AA), Academic Registrar.	
Strategy 2: Adhere to the Senate approved admission schedules.					
Standard Admission Periods.	Uniform Implementation of the Senate approved admission schedule	50%	Continuous	DVC (AA), Academic Registrar.	
Strategy 3: Prepare relevant admission information for dissemination to prospective students and stakeholders.					
Provision of up-to-date admission information.	Revise Student Handbook for programmes. Update information on the Website.	80%	2009	DVC (AA), Academic Registrar.	

Strategic Objective: 6 Students Management Information System (SMIS)

To enhance the use of SMIS for improved student records management and for efficient and effective service delivery.

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Assumptions
Strategy .1: Provision of appropriate ICT facilities and computerization of the processes and records					
Computerisation and access to Student data.	1.1 PC staff ratio. Increased use of SMIS by staff.	50%	2008/ 2009	DVC (A&F) DVC (AA) Academic Registrar, Director, ICT.	Each PC will come with a printer.
Strategy .2: Training of staff in the use of SMIS in service delivery					
Staff proficiency in Information Management System.	Increased efficiency in service delivery.	60%	Continu ous	DVC (A&F) DVC (AA) Academic Registrar, Director, ICT.	
Strategy .3: Modernize and computerize student records and archives					
Ready access to students' records.	More staff effectively using SIMS. Reduction of time/delays in retrieval of records.	50%	2009	DVC (A&F) DVC (AA) Academic Registrar, Director, ICT.	

Strategic Objective: 7 Examinations

To provide adequate examination support services and to create an efficient system of examination that guarantees security and confidentiality.

Expected Outcomes	Performance Indicators	Targets	Time Frame	Responsibility	Assumptions
Strategy 1: Provision of adequate physical facilities, necessary equipment, manpower, materials and transport.					
Improved service delivery.	Proficient service delivery to stakeholders.	50%	2009	DVC (AA), DVC (A&F), Academic Registrar.	
Strategy 2: Provision of relevant information on examination to students, examiners and stakeholders.					
Improved communication to stakeholders on examinations.	Handbook on Examination rules and regulations.	90%	Continuous	DVC (AA) DVC (A&F) Academic Registrar	
Strategy 3: Review policy on external examiners.					
Harmonization of policy governing External Examiners.	Review and harmonise the rules and regulations governing the appointment of External Examiners.	90%	2008/ 2009	DVC (AA) DVC (A&F) Academic Registrar	

RECOMMENDATIONS

Five years strategic action plan for the Academic Division, University of Nairobi

a) Short Term (Within 12 Months)

- Office repairs & painting
- Consolidation of available office space
- Acquisition of:
 - Photocopier and copy printer for the examination section, BPS
 - Available equipment from the store
- Delivery of computers purchased
- Review of clearance form
- Review of module II and III student management:
 - Harmonization of application form of admission
 - Harmonization of admission criteria
 - Nominal roll
 - Harmonization of mandatory fees items
- Implementation of an information desk
- Training needs assessment
- ICT needs analysis
- Review of staff establishment
- Organize team building sessions
- Immediate update of the staff education support fund on approval
- Provision of duty houses
- Time-limit for examination appeals
- Academic Division Website
- Resuscitate standing committees of senate
- Briefing on procurement process & procedures
- Complete strategic plan

b) Medium (12-24 Months)

- Restructuring and re-organization of the Academic Division
- Centralized issuance of :

- Application forms
- Certificates
- Acquisition of adequate furniture & equipment
- Review module II student management in terms of:
 - Harmonization of programmes
 - Centralization of admission form processing
- Rationalization of student Academic progression
- Continuously review staff Establishment
- Review policies/Rules & Regulations
- Review Staff Education Support Fund policy
- Implementation of short management Training

c) Long Term (24 – 60 Months)

- Acquisition of adequate office space
- Reviewing staff establishment
- Scheme of service for Administrators
- Automation of Deans/Senate committee meetings

DRAFTING AND TECHNICAL SUB-COMMITTEE

- | | | |
|--------------------|---|------------------|
| Mr. B.M. Waweru | - | Chairman |
| Mrs. L.O. Akaranga | - | Member |
| Miss. S.K.Kiuna | - | Member |
| Mr.H.O.D.Webuye | - | Secretary |
| | | |
| Mrs. S.W. Kariuki | - | Support staff |
| Mrs. M.W. Mbugua | - | Support staff |