

SCHOOL OF BUSINESS

STRATEGIC PLAN 2008-2013

Toward Global Excellence in Providing Business and  
Management Education

JUNE 2008

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## **CHAPTER 1: INTRODUCTION**

### ***1.1 Faculty Historical Background***

The Faculty of Commerce came into existence in the academic year 1956/57 as part of the former Royal Technical College which was inaugurated in 1956. The Faculty had special academic and professional relationship with the University of London between 1961 and 1965.

During the foregoing period, Commerce subjects were taught under the Faculty of Special Professional Studies, which largely prepared students for the Intermediate Examinations of the Chartered Institute of Secretaries (UK), Association of Chartered and Corporate Accountants (UK) as well as other professional courses. Most of these courses were provided on part-time basis, particularly for students preparing for the Association of Certified and Corporate Accountants at both Intermediate and Final Levels. The conduct of these professional courses marked the beginning of the Faculty of Commerce's academic history.

In 1964 when the University of East Africa was formally constituted, the Faculty become one of the first few faculties to be established with four departments namely, Accounting, Business Administration, Law and Home Economics with a student population of 50. In 1970, however when the University of Nairobi was formally established, the Department of Law become a fully-fledged Faculty of Law and the Department of Home Economics moved into the Faculty of Science. Up to 1972, the Faculty offered only the Bachelor of Commerce degree program with two options namely, Accounting and Business Administration. From 1972/3 academic year, the Faculty started offering the Master of Business and Administration program and subsequently the PhD studies. From such a humble beginning, the Faculty has grown to the current student population of over 4,200. In addition, the Faculty prides itself of large Alumni that is found at both the top and middle-level management of both the private and public sectors of Kenya and the region.

### **1.2 Faculty Organization**

The Faculty is currently organized along three departments, namely, the Department of Accounting, the Department of Business Administration and the Department of Management Science. Each of these departments is headed by a Chairman and the Faculty's chief executive is the Dean assisted by the Associate Dean.

The Faculty, in addition, has an Assistant Registrar and a Senior Administrative Assistant to compliment the administrative functions. The Faculty is under the College of Humanities and Social Sciences headquartered at the Main Campus of the University of Nairobi.

Since 1988, the Faculty moved to Lower Kabete where it has continued to operate and expand from. Currently, the Faculty runs its programs in four locations, that is, Lower

Kabete Campus, where the Deputy Principal of the College and the Faculty's management and administrative staff operate from; the Main Campus, Chiromo Campus and at Bandari Campus in Mombasa.

The Faculty currently offers the following specializations in the following broad areas:

- Accounting and Finance;
- Management and Organizational Behaviour;
- Marketing and entrepreneurship;
- Risk management and insurance; and
- Operations and information systems management.

A Departmental Chairman, supported by a Program's Coordinator and a team of Academic Advisors, manages each of the degree programs.

### ***1.3 Planning context***

The Faculty enters into the planning process against a background of serious challenges facing not just the Faculty itself but the entire University. Like other Public institutions, the University is required by the Government to adopt results based management and good governance. Performance contract signed between the University and the Ministry of Education is an indication of this requirement. The achievement of the University's targets in this contract will depend on how its individual units are going to contribute to this performance. This plan is a contribution to the University wide and the College Strategic plans which have also been used as guide to its development. The plan will help the Faculty to articulate its business in the next five years.

The University has also demonstrated serious commitment to restructuring which will be expected to give units increased responsibility for delivery of their mandates.

## **CHAPTER 2: VISION, MISSION AND CORE VALUES**

### **2.1 Vision**

*To be a world-class business school providing business and management education, research and consultancy with an African touch*

### **2.2 Mission**

*To provide leadership in the pursuit of business and management knowledge and applications through relevant and enriching teaching, research, consultancy and partnership with the wider community for the betterment of the Kenyan society.*

### **2.3 Core Values**

- Morality and ethics
- Professionalism and integrity
- Openness and transparency
- Creativity and innovativeness
- Academic freedom and enquiry
- Service to society

### **2.4 Core Functions**

Teaching, Research and Consultancy in business and management.

### **2.5 Strategic priorities**

- Enhanced teaching, research and consultancy capacity
- Increased level of autonomy
- Development of a business school
- Ensure enhanced quality services in all programmes
- Efficient and effective fees collection
- Ensure completion of all stalled projects

## **2.6 *Planning assumptions***

- Stable and enabling environment
- Availability of sufficient resources
- Supportive Corporate environment

## **CHAPTER 3: STRATEGIC ANALYSIS**

### ***3.1 Introduction***

This section reviews the Faculty's internal (Strengths and Weaknesses), and external (Opportunities and Threats) circumstances relevant to the planning exercise.

### ***3.2 SWOT Analysis***

#### **Strengths**

- A strong academic staff base
- History and leadership in business and management training
- Capability for providing consultancy services.
- Strategic location within the city of Nairobi.
- Ample space for expansion at Lower Kabete Campus.
- Popular academic programmes.

#### **Weaknesses**

- Inadequate ICT facilities.
- Weak communication flow.
- Links with the rest of University is structurally deficient – with inherent conflicts, role ambiguity, and confusion.
- Individualism and detachment by staff, particularly with respect to consultancy work.
- Poor quality services offered to the Faculty by other Faculties/Departments, particularly in service courses.
- Inadequate research and publications.
- Poor linkages with industry and society.

- Low morale of staff.
- Poor maintenance standards.
- Inadequate resources.
- Inadequate student's counseling of students.
- Existence of staff developmental gaps.

### **Opportunities**

- High demand for business and management education.
- Increasing demand for research and consultancy services.
- Widening market as a result of regional economic groupings.
- Existence of industry goodwill.
- A large pool of Faculty Alumni.
- Developments in ICT and knowledge management systems.

### **Threats**

- Cumbersome procurement systems.
- Lack of policy and inadequate funding for staff development.
- Unpredictable university calendar.
- Increased competition in business and management education.
- HIV/AIDs scourge.
- Increased drugs abuse.
- Inadequate devolution of Power and Authority
- Negative media coverage
- Increasing graduate unemployment.



## CHAPTER 4: STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES

### 4.1 *Strategic Issues*

Emerging from the SWOT analysis, the following strategic issues were identified:

- **Relevance and quality of products of the Faculty.**  
To offer innovative academic programmes, both at undergraduate and post-graduate levels, with in-built quality control systems
- **Capacity and environment for research and consultancy undertakings**  
To create an enabling environment and policy framework conducive for undertaking high quality and relevant research
- **Enabling governance system**  
To develop a governance system that effectively serves the Faculty
- **Faculty Empowerment**  
To realize a visionary, innovative and creative leadership that is visible, open and transparent and that is cascaded to all levels of responsibility
- **Focused management systems and processes**  
To realize ethical, effective, efficient, equitable, transparent and objective management systems and processes
- **Developing physical capacity**  
To provide and maintain adequate and state-of-the-art physical facilities and to set up an effective structure for their management
- **ICT**  
To maximize student and staff productivity, enhance teaching and learning and improve quality of research through ICT
- **Library capacity**  
To provide a library service that meets the contemporary information needs of the Faculty while preserving those valuable and rare information sources for posterity
- **Human Resources Development**  
To increase efficiency and effectiveness of the human resource function
- **Partnerships and external linkages**  
To strengthen the existing partnerships and linkages and develop new ones
- **Image of the Faculty**

To actively promote a good image of the Faculty

- **Students affairs**

To ensure that students fully participate in the management of their own and Faculty affairs

## ***4.2 Strategic objectives and strategies***

### **Strategic Objective 1: Establish and offer relevant and quality academic programmes**

#### **Strategies:**

- Review programmes' curriculum
- Organize periodic training for academic staff
- Review and enhance quality of teaching methodology
- Review examination processes
- Review admission criteria

### **Strategic Objective 2: Develop capacity and environment for research and consultancy undertakings**

#### **Strategies:**

- Create a research and consultancy coordination function
- Develop research and consultancy funding and operational arrangements
- Promote undertaking of market driven research and consultancy work
- Strengthen systems for publication of research findings

### **Strategic Objective 3: Achieve a strong financial base**

#### **Strategies:**

- Enhance the revenue base
- Cost control
- Financial resource mobilization

**Strategic Objective 4: To develop governance system to ensure transparency and accountability in the Faculty's activities**

**Strategies:**

- Transform the Faculty into a School of Business and Management
- Create a division of Graduate studies
- Develop a visionary, innovative and creative leadership that is visible, open and transparent

**Strategic Objective 5: To strengthen management systems covering all our academic and non-academic activities**

**Strategies:**

- Seek increased autonomy in the internal management systems
- Develop systems and procedures for offering support services
- Develop efficient and effective communication system within the Faculty
- Develop an efficient and effective accounting system for the Faculty
- Develop benchmarks for assessing the quality of our services

**Strategic Objective 6: Provide state of the art physical capacity to support the Faculty's activities**

**Strategies:**

- Completion of all stalled project at Lower Kabete
- Develop/acquire Faculty own facilities in the city for current main campus operations
- Acquire adequate state of the art office, teaching and research facilities
- Develop a maintenance policy and procedures for all Faculty facilities
- Install and maintain modern communication facilities in all offices.
- Enhance security of facilities and equipment.

**Strategic Objective 7: To harness the power of Information and Communication Technology so as to transform the business of the Faculty.**

**Strategies:**

- Develop and maintain an information system infrastructure that supports teaching, learning and research

- Develop and maintain integrated information systems that provide adequate and timely management information for decision making at all levels.
- Develop sustainable funding arrangements for ICT.
- Increase the use of computing and communication technology in the business of the Faculty.

**Strategic Objective 8: To provide library facilities and services that meet the contemporary information needs of the Faculty**

**Strategies:**

- Enhance the library capacity at Lower Kabete
- Develop/acquire Faculty own library facilities for the main campus programmes
- Encourage use of state of the art technology in the library
- Enhance security of facilities and equipment in the library

**Strategic Objective 9: Attract, motivate, develop and retain quality staff**

**Strategies:**

- Rationalization of the Faculty staffing for academic and non-academic
- Develop staff development policy and funding systems
- Enhance staff motivation, welfare and performance

**Strategic Objective 10: Enhance partnerships and linkages for leveraging Faculty business**

**Strategies:**

- Strengthen existing Faculty – Industry linkages
- Strengthen Faculty Alumni relations

**Strategic Objective 11: Enhance the image of the Faculty**

**Strategies:**

- Establish marketing and public relations functions within the Faculty
- Develop brand identity for all the programmes
- Establish mechanisms for managing media relations
- Develop and implement a policy for social responsibility activities by the Faculty

**Strategic Objective 12: Mainstream Disability, HIV/AIDS, Gender and the Environment**

**Strategies:**

- Enhance increased access by the physically challenged
- Implement University policy on HIV/AIDs
- Implement University policy on gender
- Implement University policy on environmental preservation

**Strategic Objective 13: Enhance support to students and their involvement in governance of the Faculty**

**Strategies:**

- Strengthen students' support systems
- Enhance student participation in Faculty governance

## CHAPTER 5: IMPLEMENTATION MATRIX

### Strategic objective 1: Establish and offer relevant and quality academic programmes

STRATEGY	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS/TARGETS	TIME FRAME	RESPONSIBILITY	RESOURCES (Ksh.)
<b>Review programmes' curriculum</b>	Strengthen departmental curriculum review teams	Reactivated teams in place	By July 2005	COD	200,000
	Establish Faculty curriculum review team	Faculty team in place	By July 2005	Dean	200,000
	Organize Departmental curriculum workshops	Workshops held, reviewed Departmental curriculum	By September 2005	COD	600,000
	Organize a Faculty curriculum review workshop	Workshop held	By October 2005	Dean	1,200,000
	Curriculum approval	Approved curriculum	By November 2005	Dean	0
	Publication of new programmes' curricula	Curriculum documents in place	By November 2005	Dean	200,000
	Implementation and updating of curriculum	New curriculum implemented	Continuous starting January 2006	COD	15,000,000
<b>Periodic training for academic staff</b>	Carry out training needs assessment	Training needs identified	September 2005	Dean, COD	500,000
	Design a training programme	Training programme	October 2005	Dean, COD	300,000
	Conduct the training workshop	Workshop held	December 2005	Dean, COD	2,000,000
	Training evaluation	Relevance of training established	December 2005	Dean, COD	100,000
<b>Review and enhance quality of teaching methodology</b>	Undertake teaching quality audit	Audit report	January 2006	Dean, COD	500,000
	Students evaluation of lecturers	Lecturers assessment results	Every semester per course unit	CODs	2,000,000
	Peer evaluation of Lecturers	Peer Review results	Once per academic year	CODs, members of staff	500,000
	Ensuring appropriate students Lecturers ratios	Appropriate ratios maintained	Continuous starting September 2005	CODs	0
	Strengthen tutorials	One hour tutorial per week per course unit	September 2005	CODs and Lecturers	7,500,000
<b>Review examination processes</b>	Set up departmental committees for internal moderation of exams	Departmental teams in place	September 2005	CODs	1,500,000
	Decentralize examinations processing to Faculty level	Approved policy on decentralization	March 2006	Dean	0
	Set up an examinations processing office in the Faculty	Operational Faculty examinations office	March 2006	Dean	3,000,000
	Review examinations invigilation procedures	Review report	December 2005	CODs	200,000

	Redefine the role of the external examiners for enhancing quality of academic programmes	Report on external examination process	January 2006	Dean	200,000
	Adopt stricter measures to curb cheating and other examination malpractices	Eliminated examinations malpractices	December 2005	Dean & CODs	8,000,000
<b>Review admission criteria</b>	Review B.Com admission criteria	Approved revised B.Com admission criteria	December 2005	Dean & CODs	200,000
	Review admission criteria for MBA to require certain basic competences	Approved revised MBA admission criteria	December 2005	Dean & CODs	200,000
	Review admission criteria for PhD to require graduate level business qualification	Approved revised PhD admission criteria	December 2005	Dean & CODs	200,000

**Strategic objective 2: Develop capacity and environment for research and consultancy undertakings**

STRATEGY	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS/TARGETS	TIME FRAME	RESPONSIBILITY	RESOURCES
<b>Create a research and consultancy (R&amp;C) coordination function</b>	Set up a research and consultancy centre	Office in place	Jan 2006	Dean	5,000,000
	Appointment of appropriate personnel	Suitable personnel appointed	Jan 2006	Dean	10,000,000
	A survey of R&C needs	Needs identified	April 2006 and continuous	R&C centre	2,000,000
	Prioritization of the research and consultancy projects and of	Priority list of projects to be implemented	May 2006	R&C centre	200,000
<b>Develop research and consultancy policies</b>	Develop R & C policy	Policy in place	May 2006	R & C centre	200,000
	Develop operational procedures for undertaking R & C	Operational manual	July 2006	R & C centre	500,000
	Undertake focused funding campaign	List of potential financiers	June 2006	Dean, R & C centre	200,000
<b>Promote undertaking of market driven research and consultancy work</b>	Encourage staff to develop projects proposals	Proposals developed	May 2006	R & C centre	500,000
	Share information on research and consultancy opportunities	Publications list	Continuous, starting August 2006	R & C centre	2,000,000
	Provide support to staff to undertake R & C projects	List of projects to be supported	Continuous, starting September 2006	R & C centre	20,000,000
	Provide consultancy services to other units of the University	Consultancy services provided	Continuous, starting immediately	R & C centre	0
	Monitor quality for R & C undertaking	Quality assured	Continuous, starting September 2006	R & C centre	5,000,000

<b>Strengthen systems for dissemination of research findings</b>	Revive existing Faculty journals	Faculty journal published	April 2006	R & C centre	5,000,000
	Establish new journals	New journals published	Jan 2007	R & C centre	5,000,000
	Organize and participate in national and international conferences for dissemination of research	Conferences organized and attended	Continuous, starting September 2005	R & C centre	10,000,000
	Organize monthly Faculty seminars	Seminars held	Continuous, starting September 2005	R & C centre	5,000,000

**Strategic objective 3: achieve a strong financial base**

<b>Enhance the revenue base</b>	Introduce new programmes/projects	New projects/programmes introduced	January 2006	Dean, CODs	20,000,000
	Introduce measures for effective revenue collection	Increased revenue collection	Continuous, starting September 2005	Dean, CODs	0
	Fees rationalization	New rationalized fees structure	Continuous, starting September 2005	Dean, CODs	200,000
	Rationalize revenue distribution model	Revised revenue distribution model	Continuous, starting September 2005	Dean, CODs	200,000
	Develop a credit management system	Credit system in place	Continuous, starting September 2005	Dean, CODs	200,000
	Develop and implement prudent investment policies	Policies in place	Continuous, starting April 2006	Dean, CODs	200,000
<b>Cost control</b>	Rationalize course offering	Rationalized teaching timetable	Continuous	Dean, CODs	0
	Promote efficient utilization of resources	Optimal use of available resources	continuous	Dean, CODs	0
	Develop cost monitoring mechanisms	Cost monitoring system developed	Immediate	Dean, CODs	0
<b>Financial resource mobilization</b>	Initiate and solicit funding for endowed Chairs	Endowed Chairs established and funded	Continuous starting September 2005	Dean, CODS	2,000,000
	Develop mechanisms for accessing commercial/donor funding	Commercial/donor funds availed	April 2006	Dean	500,000



**Strategic objective 4: Develop governance systems to ensure transparency and accountability**

STRATEGY	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS/TARGETS	TIME FRAME	RESPONSIBILITY	RESOURCES
<b>Transform the Faculty into a School of Business and Management</b>	Prepare concept paper on new structure	Concept paper in place	September 2005	Dean	1,500,000
	Seek support and acceptance of the recommendations on the new structure	Demonstrated and documented support from university leadership	December 2005	Dean	0
	Seek approval for the new structures	Approved new structure	February 2006	Dean	0
	Realign departments into Schools	New schools created	February 2006	Dean, CODs	500,000
	Putting the new structure in place	New schools in place	March 2006	Dean	15,000,000
<b>Develop a visionary, innovative and creative leadership within the Faculty</b>	Initiate leadership development programmes for all levels of Faculty structure	Trained Staff	Continuous starting March 2006	Dean and CODs	3,000,000
	Initiate programmes for developing a culture of responsibility and performance	Performance culture in place	Continuous starting September 2005	Dean and CODs	2,000,000
	Organize team building programmes	Enhanced teamwork	Continuous starting, July 2005	Dean and CODs	2,000,000
	Organize programmes to develop a sense of pride and belonging within the Faculty membership	Demonstrated sense of pride by all staff in the Faculty	Continuous starting, July 2005	Dean and CODs	2,000,000
<b>Create a division of graduate studies</b>					

**Strategic objective 5: Strengthen management systems covering all academic and non-academic services**

STRATEGY	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS/TARGETS	TIME FRAME	RESPONSIBILITY	RESOURCES
<b>Seek increased autonomy in the internal management procedures</b>	Set up operational procedures to reduce bureaucracy	Procedure manual in place	April 2006	Dean & CODs	2,000,000
	Seek approval of the new procedures	Approved procedures	June 2006	Dean & CODs	0
<b>Develop systems and procedures for providing support services</b>	Review existing systems and procedure	System's review report	August 2005	Dean & CODs	0
	Establish efficient and effective procedures for quality delivery	Approved systems and procedures in place	January 2006	Dean & CODs	200,000
	Train staff on new procedures	Trained staff	June 2006	Dean & CODs	2,000,000
<b>Develop efficient and effective communication systems</b>	Review and develop adequate communication structures, systems and procedures	Review report	July 2005	Dean & CODs	200,000
	Develop ALMANAC for academic and non-academic staff	ALMANAC in place	September 2005	Dean & CODS	0
<b>Develop an</b>	Set up a Faculty	New system in place	September	Dean	1,000,000

<b>efficient and effective accounting system</b>	financial information management system		2005		
	Recruit and train staff for operating the new financial system	Trained staff	October 2005	Dean	200,000
	Implementation of the system	Operating system in place	December 2005	Dean	0
<b>Develop benchmarks for assessing the quality of services</b>	Establish indicators and standards/benchmarks for services	Approved quality indicators and standards	October 2005	Dean	200,000
	Periodic reviews of performance of the various services	Review reports	Quarterly, starting November 2005	Dean	0

**Strategic Objective 6: Provide state of the art physical capacity to support the Faculty's activities**

STRATEGY	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS/TARGETS	TIME FRAME	RESPONSIBILITY	RESOURCES
<b>Completion of all stalled projects at Lower Kabete</b>	Appeal for completion of the stalled buildings	New classrooms, offices, library and hostels available	June 2006	Dean	0
<b>Acquire/Develop own space in the cities of Nairobi and Mombasa</b>	Undertake space needs assessment	Report on space needs assessment	April 2006	Dean	100,000
	Acquire new space in Mombasa	More classroom and administrative space available	May 2006	Dean	
	Acquire new space in Nairobi	More classroom and administrative space available	July 2007	Dean	
<b>Acquire adequate state of the art office, teaching and research facilities</b>	Conduct needs assessment	Inventory list	December 2005	Dean and CODs	100,000
	Procure office and teaching facilities	State of the art facilities	Continuous starting March 2006	Dean and CODs	20,000,000
<b>Develop a maintenance policy and procedures for all facilities</b>	Label all assets with identification	List of Faculty assets with identity	March 2006	Dean	100,000
	Equip the maintenance office	Adequately equipped maintenance office	July 2006	Dean	2,000,000
	Recruit and train maintenance staff	Trained staff in place	July 2006	Dean	100,000
<b>Install and maintain modern communication facilities</b>	Install state of the art PABX	PABX installed	Sep 2006	Dean	2,000,000
	Install telephone extensions to all offices	Extensions to offices and working	Sep 2006	Dean	400,000
	Network communication facilities to ICT	Well integrated network	Sep 2006	Dean	2,000,000
<b>Ensure security of facilities and equipment</b>	Install CCS security systems in areas of high security risk	Security system installed	April 2006	Dean	3,000,000
	Secure the perimeter fence	Secured fence in place	August 2006	Dean	5,000,000
	Equip the Security staff to provide better services	Better equipped staff	Sept 2006	Dean	500,000
	Take prompt disciplinary action against offenders	Timely administration of discipline	July 2006	Dean	0

**Strategic Objective 7: To utilize Information and Communications Technology to transform the business of the Faculty**

STRATEGY	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS/TARGETS	TIME FRAME	RESPONSIBILITY	RESOURCES
<b>Develop and maintain adequate ICT infrastructure</b>	Procure more computers to reduce ratio of computers to students	Ratio of 10 students per PC	April 2008	Dean	25,000,000
	Strengthen office of ICT coordinator	Well empowered office	Jan 2006	Dean	1,500,000
	Acquire one PC and laptop for each member of academic staff	Ratio of 1 PC and laptop for each lecturer	Dec 2006	Dean	10,000,000
<b>Develop and maintain integrated information systems</b>	Network all the computers	Networked ICT system	Feb 2007	Dean	3,000,000
	Build an effective MIS for linkage to the overall UON MIS	Well integrated MIS	Apr 2007	Dean	400,000
	Computerize all records	Computerized records	June 2006	Dean	1,000,000
<b>Develop sustainable funding arrangements for ICT.</b>	Allocate 100% of computer fees to ICT capability	All computer fees applied to ICT use	Jan 2006	Dean	0
	Source for donor funding	Increased donor support	Continuous	Dean	200,000
	Create sustainable ICT budget	Regular budget prepared for ICT	Continuous	Dean	0
<b>Increase the use of computing and communication technology in the business of the Faculty.</b>	Train staff on info systems	Proportion of users trained in ICT	50% in Year1 rising to 100% by year 5	Dean	3,000,000
	Build voice mail to the info system function				500,000
	Increase internet bandwidth	100%	2008	Dean	3,000,000

**Strategic Objective 8: Provide library facilities and services that meet contemporary information needs of the Faculty**

STRATEGY	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS/TARGETS	TIME FRAME	RESPONSIBILITY	RESOURCES
<b>Enhance the library capacity at Lower Kabete</b>	Increase library collections	More books and journals	Continuous from September 2005	Librarian LKC	15,000,000
	Acquire more library data bases	Increased electronic access to library	Continuous from September 2005	Librarian LKC	5,000,000
	Provide additional space for library use	Adequate shelving and reading space	March 2006	Librarian LKC	5,000,000
<b>Develop/acquire Faculty own library facilities for the outreach campuses</b>	Provide more library space	Increased space	Continuous starting July 2005	Librarian LKC	3,000,000
	Extend library opening hours	Increased library accessibility	Continuous starting July 2005	Librarian LKC	3,000,000
<b>Encourage use of state of the art technology in the library</b>	Increase electronic access for the LKC library	electronic access for library	Continuous starting September 2005	Librarian LKC	2,000,000
	Train library staff in modern information technologies	Increased productivity and professionalism of library staff	Continuous starting March 2006	Librarian LKC	1,000,000

<b>Enhance security of facilities and equipment in the library</b>	Install state of the art library security system	Security system installed	Continuous starting April 2006	Librarian	1,000,000
	Equip the Security staff	Better equipped staff	Sept 2006	Librarian	0
	Take prompt disciplinary action	Timely disciplinary action	Continuous	Librarian	0

**Strategic Objective 9: Attract, motivate, develop and retain qualified staff**

Strategy	Strategic Activities	Performance Indicators/Targets	Time Frame	Responsibility	Resources
<b>Rationalization of staffing position</b>	Review the FTSEs for all departments	FTSEs established	September 2005	Dean and CODs	0
	Review staff requirements for all support sections in the Faculty	Staffing gaps identified	September 2005	Dean and CODs	0
	Develop specific job descriptions for all positions	Job descriptions developed	September 2005	Dean and CODs	0
	Recruit additional staff	Additional staff recruited	Continuous starting January 2006	Dean and CODs	0
<b>Establish staff development policy</b>	Review staff promotion criteria	New staff promotion criteria in place	September 2005	Dean	0
	Identify appropriate opportunities for staff training	Opportunities for staff training identified	September 2005	CODs	0
	Provide funding for staff development	Funds availed	Continuous starting September 2005	Dean	20,000,000
	Solicit scholarships/fellowships for PhD training locally and abroad	Scholarships/fellowships awarded	Continuous starting September 2005	Dean/CODs	2,000,000
	Create staff development linkages/staff exchanges with other universities	Staff linkages with other universities established	Continuous starting September 2005	Dean	5,000,000
<b>Enhance staff motivation, welfare and performance</b>	Initiate appropriate performance appraisal system	Performance appraisal system in place	Immediately	Dean	0
	Realign remuneration structure with market rates	Aligned remuneration structure	Continuous starting January 2006	Dean	200,000
	Establish a staff welfare support policy	Policy in place	Immediately	Dean	200,000
	Provide budgetary support for staff welfare	Budget allocation in place	Immediately	Dean	20,000,000
	Initiate a performance based reward system for staff	Reward system in place	Immediately	Dean	5,000,000

**Strategic Objective 10: Enhance partnerships and linkages for leveraging Faculty business**

Strategy	Strategic Activities	Performance Indicators/Targets	Time Frame	Responsibility	Resources
<b>Strengthen existing Faculty – Industry linkages</b>	Establish industry linkages office	Office established	March 2006	Dean	5,000,000
	Mainstream existing linkages	Coordinated linkages in place	January 2006	Dean, Linkages coordinator	0
	Hold periodic dialogue sessions with industry	Once quarterly	Continuous starting January 2006	Linkages coordinator	500,000
	Identify activities for industry participation	Activities for industry participation	Continuous starting September 2005	Dean/ Linkages Coordinator	0
	Sensitize industry for involvement	Increased industry participation	Continuous starting September 2005	Dean/Linkages Coordinator	1,000,000
	Hold open days	Open days held annually	Continuous starting January 2005	Dean/ Linkages Coordinator	2,500,000
<b>Strengthen Faculty Alumni relations</b>					
	Establish a Faculty Chapter of the Alumni Association	Chapter established	January 2006	Dean	1,000,000
	Establish positions for Alumni participation in the management of Faculty business	Positions established	January 2006	Dean	0

**Strategic Objective 11: Enhance the image of the Faculty**

STRATEGY	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS/TARGETS	TIME FRAME	RESPONSIBILITY	RESOURCES
<b>Establish marketing and public relations functions within the Faculty</b>	Set up marketing and public relations office	MPR office in place	September 2005	Dean	400,000
	Appoint appropriate staff	Staff in place	December 2005	Dean	7,500,000
	Develop marketing and public relations policies	Approved policies	April 2006	Dean, MPR	200,000
<b>Develop brand identity for all the programmes</b>	Develop the branding attributes	Brand attributes in place	December 2005	Dean, MPR	200,000
	Repackage the programme	Branded programmes	April 2006	Dean, MPR	200,000
	Undertake marketing activities for programmes	Enhanced programmes preference	Continuous starting May 2006	Dean, MPR	5,000,000
<b>Establish mechanisms for managing media relations</b>	Organize TV/Radio presentations	Quarterly presentations for each	continuous starting June 2006	Dean, MPR	500,000
	Organize features in the print media	At least twice a year	continuous starting June 2006	Dean, MPR	3,000,000
	Develop guidelines for handling media matters	Guidelines in place	continuous starting June 2006	Dean, MPR	200,000
<b>Establish and implement social responsibility programmes</b>	Develop social responsibility policy	Policy in place	Sept. 2006	Dean, MPR	200,000
	Develop social responsibility plans	Approved plans in place		Dean, MPR	300,000
	Undertake social responsibility activities	Semi-annually	Immediate	Dean, MPR	5,000,000

	Organize media coverage of social responsibility activities	Semi-annually	Immediate, continuous	Dean, MPR	200,000
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**Strategic Objective 12: Mainstream Disability, HIV/AIDS, Gender and Environment in the Faculty**

STRATEGY	STRATEGIC ACTIVITIES	PERFORMANCE INDICATORS/TARGETS	TIME FRAME	RESPONSIBILITY	RESOURCES
<b>Enhance increased access by the physically challenged</b>	Provide appropriate facilities for use by the physically challenged	Appropriate facilities in place	Continuous starting July 2005	Dean	5,000,000
<b>Implement University policy on HIV/AIDS</b>	Develop operational plan	Approved operational plans	August 2005	Dean	200,000
	Organize sensitization seminars for staff and students	No. of seminars/workshops held	Immediate, continuous	Dean, MPR, Dean of students	10,000,000
	Provision of medical and counseling services	No. of staff/students supported No. of counseling sessions	Immediate, continuous	Dean, Medical officer, Counselor	20,000,000
<b>Implement university policy on gender</b>	Develop operational plan on gender issues	Approved Operational Plan	September 2006	Dean	200,000
<b>Implement University policy on environmental preservation</b>	Develop operational plan for environmental preservation	Approved operational plan	December 2005	Dean	200,000
	Undertake environmental preservation activities	No. of activities undertaken	Continuous starting, July 2006	Dean	2,000,000

**Strategic Objective 13: Enhance Students' involvement**

<b>Strategy</b>	<b>Strategic Activities</b>	<b>Performance Indicators/Targets</b>	<b>Time Frame</b>	<b>Responsibility</b>	<b>Resources</b>
<b>Strengthen student support systems</b>	Enhancing students social counseling services	Counseling services offered to students	Continuous starting September 2005	Dean of students	0
	Strengthen the career and guidance service	Career and guidance services offered	Continuous starting September 2005	Students affairs coordinator	0
	Establish support for the students professional and other associations	Established budget allocation Level of staff involvement	Continuous starting September 2005	Students affairs coordinator	5,000,000
	Initiate internship programs	Internship programs established	Continuous starting April 2006	Students affairs coordinator	1,000,000
<b>Enhance student participation in Faculty governance</b>	Expand student representation	Students representatives in place	By June 2006	Students affairs coordinator	0
	Hold periodic meetings with students	Semester meetings held	Continuously starting September 2005	Students affairs coordinator	1,000,000
	Enhance consultations with Students bodies	Semester meetings held	Continuously starting September 2005	Students affairs coordinator	500,000

N.B: 'Continuous' in the time frame column implies implementation will run up to 2010 (end of plan period)

## CHAPTER 6: FINANCIAL IMPLICATIONS

For achievement of strategic planning goals, the Faculty expects the University to release a proportion of students' unit costs to the teaching units. This is in line with the expected devolution of power to the lower units.

The Faculty is currently estimated to have a student population of 4,200. The current student enrolment is approximately distributed as 40% Government sponsored and 60% privately sponsored. The B.Com enrolment are however distributed 50% Government sponsored and 50% privately sponsored. With the high current student enrolment, the Faculty proposes to achieve a relatively lower annual growth rate at 2% compared to the university's annual student growth rate at 4%.

The Strategic Plan estimates total resources of Ksh. 413Millions needed to facilitate implementation of the indicated activities. The annual resources requirements are as given in the table below:

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Annual Requirements (Millions)</b>	137	80	66	65	65

The Faculty proposes that the infrastructural development continue to be financed from the central University administration. It is further recommended that for infrastructural development, the university will need to develop mechanisms for accessing both donor and commercial funding sources to ensure earlier completion of such projects.



## **CHAPTER 7: MONITORING AND EVALUATION**

Monitoring and evaluation are important aspects in the implementation of any strategic plan. Monitoring will be carried out continuously while evaluation will be done periodically.

Performance indicators as given in the implementation matrix and annual work plans will be used to ensure timely implementation of this plan. The management and the implementing units/officers will play a major role in both monitoring and evaluation.

The Faculty will put in place the following monitoring and evaluation mechanisms to ensure successful implementation of the strategic plan:

a) Setting up of monitoring committee

- Faculty Monitoring and Evaluation Committee (MEC) to assess progress in the implementation of each activity. The Committee will be meeting monthly for this purpose.
- Faculty Management Committee (FMC) will receive quarterly reports from MEC and prepare presentations to the FB.
- Faculty Board (FB) will receive and deliberate on the progress reports from the FMC during their regular meetings. The Board will make necessary recommendations.

b) Annual Work plans – these will be prepared to operationalize the strategies and activities in the Strategic Plan.

c) Evaluation and feedback – this will be performed annually by university management

d) Annual review of the plan – Feedback from the evaluation report and recommendations from the various Faculty structures will be used to review the strategic plan to take into consideration new developments.

It is hoped that these measures will ensure effective and efficient implementation of the strategic plan.

## **CHAPTER 8:**

## **CONCLUSION**

This plan has been prepared in cognizance of the University's new thinking as set out in its strategic plan for the next five years. This has been done in an atmosphere of considerable optimism and hope for the Faculty. The plan articulates a genuine desire for change in the Faculty as it is in the University.

The Faculty has sensitized the implementers and is fully committed to the success of this plan. It is hoped that the University administration will provide leadership and the necessary commitment for the implementation of the strategic plan.

**THIS STRATEGIC PLAN IS THE FACULTY'S DEMONSTRATION OF ITS APPRECIATION AND COMMITMENT TO THE DAWN OF A NEW ERA!!!!!!**

**STRATEGIC PLANNING COMMITTEE**

<b>NAME</b>	<b>POSITION</b>	<b>SIGNATURE</b>
Stephen M.N Nzuve	Chairman	
Martin O. Ogutu	Member	
Vincent O. Kamasara	Member	
Charles N. Kariuki	Member	
Jackson K. Maalu	Member	
James T. Kariuki	Member	
George Omondi	Member	
Moses Anyangu	Member	