

UNIVERSITY OF NAIROBI

Leading with Excellence

Strategic Plan 2018 - 2023

Abridged Version





UNIVERSITY OF NAIROBI

Our vision

A world-class University committed to scholarly excellence

Our mission

To provide quality University education and training and to embody the aspirations of the Kenyan people and the global community through creation, preservation, integration, transmission and utilization of knowledge

Slogan

Leading with Excellence

Our Strategic themes:

1. Teaching and Learning.
2. Students' Affairs.
3. Research, Innovation, and Enterprise.
4. Resources.
5. Competitiveness and Image.
6. Governance, Leadership, and Culture.

Our Objectives

1. To design and implement relevant and innovative teaching and learning programmes,
2. To be a leading institution in scholarly, research and creative productivity in Africa,
3. To improve student welfare services through the development and implementation of appropriate minimum standards,
4. To build a sustainable resource base,
5. To enhance the competitiveness and image of the university, and
6. To institutionalize governance mechanisms and leadership culture that facilitates the realization of the university's vision and mission.

PREAMBLE

The University of Nairobi is steeped in tradition. It remains the oldest and largest public university in Kenya. It has continued to be a centre of intellectual life, a locus of research activity, a resource for professional development, and a key player in the growing global network of scholarship.



This success did not come by chance. It results from a sustained commitment to quality coupled with a strong enduring desire to achieve world-class excellence. There has been a clear, compelling vision and a strong desire to achieving set goals.

We are committed to demonstrate the true value of a university degree while strengthening ties with alumni and others who share our values and support our mission.

We aspire to prepare students to be lifelong learners who are engaged in their communities. We aspire to become recognized as one of the top universities in the world. That is a bold and exciting statement about the future of University of Nairobi.

Our strategic plan is ambitious. It defines how we will be successful in a challenging and changing higher education environment. The plan has been devised to enrich the experience of our staff, students and stakeholders, and has been developed with their involvement and support through an extensive consultation programme that has engaged with alumni and external partners and influencers.

The university has exciting aspirations as it moves into a new era of development. This plan, which will guide the university's work over the next five years, captures six key priorities that will enhance our reputation and position the institution on a global platform.

We will be globally connected, and the experience of the university graduate will be distinctive. Our aims and objectives sit within a structure that integrates strategies in research, learning and teaching, in advancing still further our acclaimed widening participatory approach, and in increasing collaboration with industry to positively impact the economies of the world by driving innovation and boosting business competitiveness.

This plan shows us the way to world class excellence. Understanding and pursuing the six goals in this plan now becomes the task of every faculty and staff member. This plan is not extra work for the University. It is our work.

A handwritten signature in black ink, appearing to read 'Julia A. Ojiambo'. The signature is written in a cursive, flowing style.

**Prof. Julia A. Ojiambo, PhD, CBS, EBS, MBS,
Chairperson,
University of Nairobi Council.**

PREFACE

I am delighted to present to you the University of Nairobi Strategic Plan 2018–2023, which outlines the strategies we have identified to help the university realize its potential and better fulfil its mission.



The process of formulating a new strategic plan for the university has given us the opportunity to take stock of past successes and challenges, to determine our vision and future goals in the light of challenges ahead, and to put forward strategies for our development not only in response to changing needs but also as an active and participating agency driving intellectual, social and economic changes.

The strategic themes attest to our commitment to achieve excellence through our core functions of creation, dissemination and exchange of knowledge, as well as our duty to engage stakeholders and the community.

Our strategies aim to enrich the learning experience for students, lifelong learning commitments and competencies that will make them innovative and entrepreneurial to flourish in, and contribute to, a globally competitive and rapidly changing environment. In sustaining progress to world-class status, we shall continue to engage in leading research, especially in interdisciplinary areas identified as our strengths, not only to make an intellectual impact internationally but also to benefit humankind in addressing challenges and societal needs nationally, regionally and globally.

Through an engagement with the public, we will better articulate, develop and communicate an identity consistent with our vision to facilitate the community in understanding our goals and recognizing our achievements.

To implement our strategic aims, we plan to develop an enabling environment in which our human, financial and physical resources are appropriately allocated and deployed to help us attain sustainable excellence in teaching, research and knowledge exchange. In the process, the university dedicates itself to maintain an infrastructure that supports our academic endeavours in the information age.

This strategic plan represents concerted efforts and incorporates valuable input of the university's stakeholders, who I thank for giving us food for thought in the process of drafting of this strategic plan.

With the collaboration of our talented staff, students, alumni, friends, and stakeholders, the goals we aspire to meet will in time translate into milestones of which we can all be proud. I invite you to join hands with us to help this distinguished academic institution maintain its unique characteristics while fostering its development. Let us all endeavour to become a world-class university, researching, training and providing consultancy and extension services for sustainable development.

Together we will succeed.

A handwritten signature in black ink, appearing to read 'Peter M. F. Mbithi'. The signature is fluid and cursive, written over a light blue horizontal line.

**Peter M. F. Mbithi, PhD, EBS,
Vice-Chancellor & Professor of Veterinary Surgery,
University of Nairobi.**

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1.0 INTRODUCTION

1.1 Background

The University of Nairobi is the oldest university in Kenya, and the largest in the east and central African region. From its humble beginnings with 215 students 62 years ago in 1956 as the Royal Technical College, it has an enrolment of over 65,000 students today. It offers a wide range of academic programmes in its seven colleges spread over 10 campuses in which there are 29 faculties, schools, and institutes.

The programmes fall under the broad areas of humanities and social sciences, natural sciences and mathematics, engineering and built environment, arts and design, computing and informatics, law and business, medicine and health sciences, agriculture and food sciences, veterinary and animal sciences, and education. The diversity of programmes, promoting multidisciplinary teaching, research and community service, are backed up by the newly established Open, Distance Education and e-Learning centre (the ODeL Campus).

The university has the largest concentration of scholars and about 50% of all the professors in the country. It has continued to be a centre of intellectual life, a locus of research activity extending the frontiers of knowledge, a resource for professional development, and a key player in the growing global network of scholarship. In 2017, for greater attention and proper management of postgraduate programmes, the university operationalised the Graduate School to replace the Board of Postgraduate Studies.

The overall performance of the university has been good. On the whole, the university has maintained a leadership position nationally and regionally. Its score in the government performance contract evaluation has been consistently rated as excellent, and its position in the global Webometrics ranking in July 2018 was 621, making it the number one university in the country and taking position five in Africa.

The operational environment for the higher education sector in the country is dynamic such that the university needs to understand and align itself to changes taking place in the university sub-sector for it to adequately cope with new environmental realities. These changes are captured in the national legal framework with the implementation of the Constitution of Kenya 2010, the enactment of the Universities Act. No. 42 in 2012, the establishment of the Commission for University Education and the award of charters to 75 private and public universities, which have led to increased competition among universities.

Even as it operates in this environment, the university has a duty to not only maintain its leadership position but also improve on it. Consequently, it has to continue to be the best and retain its leadership position in the higher education sector in the country. Further, it has to embrace quality, retain the best staff and mobilize additional resources to maintain this leadership position. At the same time, the university will have to be more responsive to its internal and external stakeholders. Prudent management of resources, global competitiveness and an enabling governance framework will be given great prominence in this university strategy.

This strategic plan will guide the university's operations for the next five years. It is fully synchronised with the Kenya's Vision 2030; the Big Four, the Medium Term Plan III, the Strategic Plan of the Ministry of Education; the Sector Performance Standards; other higher education sector strategies, the Constitution of Kenya, and the Kenya Universities Act No. 42 (2012). In developing the Strategic Plan, the University took cognizance of the following:

- a) the significant achievements of the 2013-2018 Strategic Plan and the short-term implementation plan and priorities for FY 2016/17 and FY 2017/18, set to expire in June 2018,
- b) the changes that have taken place in the university's operating environment to warrant changes in the priorities for the FY 2018-2023,
- c) what the university needs to do differently to achieve the planned activities and targets for the FY 2018-2023, and
- d) the immediate priorities that the university should focus on in the FY 2018-2019.

The development of the Strategic Plan 2018-2023, underscored the need for the University to:

- a) maintain its leadership as the leading university in Kenya and the region,
- b) sustain its capability to attract top students and competent staff,
- c) upscale its mentorship role among public universities and in the higher education sector in Kenya,
- d) work towards having a financially self-sustaining and self-reliant institution,
- e) have a working and teaching environment that conforms to world-class standards, and
- f) create a new and enabling culture among its students and staff.

1.2 The Concept of World-class University

A "world-class university" implies not simply improving the quality of learning and research in tertiary education but notably developing a capacity to compete in the global tertiary education marketplace by acquiring and creating advanced knowledge. As a result, world-class university standing is built on reputation and perception and requires outstanding performance on many fronts. As shown in Figure 1.1, according to Altbach and Salmi (2011), universities of such standing are characterized by a high concentration of talent, abundant resources, and favourable governance arrangements.

The themes in this strategic plan have been prepared to sustain the University as a world class institution.

2.0 EVALUATION OF ACHIEVEMENTS OF 2013-2018 STRATEGIC PLAN

2.1 Achievements

The theme, "Sustaining Progress towards a World Class Status," of the 2013-2018 Strategic Plan has served us well over the last five years. It has strengthened the university in key areas of its operations by enabling it register many achievements.

Key among these achievements are strong global, regional and national ranking, growth in student numbers and revenue, completion of stalled and new projects, investments in ICT and in the library, and improvement in academic facilities.

2.2 Key Challenges

Despite these achievements, challenges were encountered while implementing the 2013-2018 Strategic Plan. Key among them was that, communication of the plan was not fully undertaken, leading to reduced commitment to and little ownership of the plan on some levels. In addition, the strategic plan had many activities, outcomes and KPIs that posed challenges in maintaining focus on and monitoring the implementation process.

Despite these challenges, performance of the university was very good

2.3 Lessons Learnt

As the university moves forward, it will be critical that these challenges be addressed. In this way, implementation of successive strategic plans will significantly improve leading to better performance by the university.



3.0 VISION, MISSION AND CORE VALUES

3.1 Mandate

The mandate of the University of Nairobi is: teaching and learning, research and innovation, consultancy and community service. Its objectives and functions are given in detail in the University of Nairobi Charter 2013.

3.2 Vision

A world-class university committed to scholarly excellence

3.3 Mission

To provide quality university education and training and to embody the aspirations of the Kenyan people and the global community through creation, preservation, integration, transmission and utilization of knowledge

3.4 Slogan

Leading with excellence

3.5 Core Values

The National Values and Principles of Governance as espoused in articles 10 and 232 of the Constitution of Kenya shall bind the university. The key values include inclusiveness, professionalism, good governance, integrity, transparency and accountability, equity, and sustainable development. The university shall be further guided by the following core values:

- a) **Freedom of thought and expression:** We shall promote and defend freedom of thought and expression in all our academic inquiry and activities.
- b) **Innovativeness:** We shall be innovative in meeting our mission.
- c) **Commitment:** We are committed to the mission of the university and always act in the best interests of the university.
- d) **Trust:** We trust the good intentions of others, view conflicts as positive and resolve them creatively and effectively to meet the vision and mission of the university.
- e) **Care:** We foster a leadership culture that cares, is people-focused, that connects and is responsive to the needs of internal and external customers, and that promotes stewardship over university resources.
- f) **Teamwork:** We work together as a team to realize the collective results that the university wishes to achieve.

4.0 STRATEGIC ANALYSIS

A full strategic analysis was performed, analysing both the University's internal and the external environment. This analysis is critical in understanding the conditions within which university operates. The conditions can be either facilitating or hindering the university performance towards excellence.

Further, it provides an appreciation of capabilities of the university and the external factors that affect it. Therefore, the analysis results in an identification of the strengths, weaknesses, opportunities and threats (SWOT), which provide a good indication of what future strategies will be.



5.0 STRATEGIC THEMES, OBJECTIVES, STRATEGIES, OUTCOMES AND KEY INITIATIVES

5.1. Strategic Themes

Based on a comprehensive strategic analysis of the University the following strategic themes were identified for action:

1. Teaching and Learning
2. Students' Affairs
3. Research, Innovation, and Enterprise
4. Resources
5. Competitiveness and Image
6. Governance, Leadership, and Culture

The university has three core business areas: Teaching and Learning, Students' Affairs, and Research, Innovation, and Enterprise. These constitute the first three strategic themes, which we refer to as the pillars. In addition, there are two themes that act as Enablers of the pillars. These are: resources, as well as competitiveness and image.

The pillars and enablers are predicated on one strategic theme which acts as the foundation for the strategic plan. These are: Governance, Leadership, and Culture. The strategic themes are shown in Figure 1, which also shows the vision and key outcomes of the strategic plan.

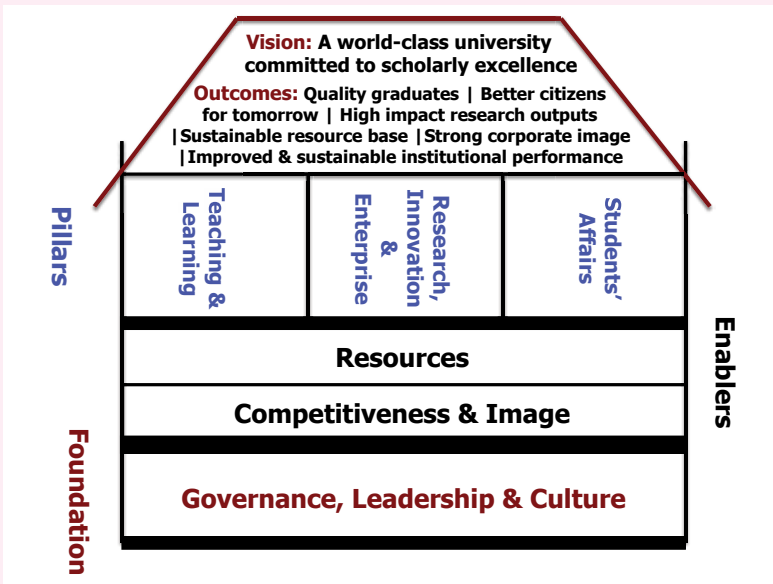


Figure 5.1: Strategic Themes of the University

5.2 Strategic Objectives, Strategies and Outcomes

5.2.1 Teaching and Learning

This is one of the core businesses of the university. Excellence in teaching and learning guarantees the survival and success of the university in a highly competitive environment. The university must position itself to compete favourably with other world-class institutions. It must play its expected pivotal role in national development by equipping learners with relevant knowledge, skills and values. It will also be active in mentoring emerging peer institutions. By maintaining excellence in teaching and learning, the university will remain relevant and successful.

Key Result Area 1: Quality graduates in diverse fields

Strategic Objective 1: To design and implement relevant and innovative teaching and learning programmes

Table 1: Teaching and Learning – Outcomes, Strategies and Key Initiatives

Outcomes	Strategies	Key Initiatives
<p>Outcome 1.1: Improved quality and delivery of teaching and learning programmes</p>	<p>Strategy 1.1: Enhance the quality and delivery of academic programmes in compliance with all regulatory requirements on university education</p>	<ol style="list-style-type: none"> 1. Establish and implement classroom and lecture hall standards 2. Audit existing teaching facilities for compliance with defined standards and implement recommendations 3. Review academic processes for improved efficiency and effectiveness 4. Implement online student registration 5. Digitize student files in academic units 6. Enforce policy on external examination and management of results 7. Ensure that all faculty are trained on pedagogy and andragogy 8. Establish mechanisms to facilitate students to choose elective units from other disciplines in the university

Outcomes	Strategies	Key Initiatives
	Strategy 1.2: Rationalize workload and professionally align academic staff to teaching and supervision of students based on their specialization	<ol style="list-style-type: none"> 1. Implement the teaching workload rationalization report
Outcome 1.2: Increased staff motivation and commitment	Strategy 1.3: Provide suitable working environment for all academic staff	<ol style="list-style-type: none"> 1. Develop and implement minimum standards of teaching staff office space 2. Take inventory of all office space in the university with a view to rationalize and provide space to all faculty
Outcome 1.3: Increased quality of STEM programmes	Strategy 1.4: Improve the quality of STEM programmes	<ol style="list-style-type: none"> 1. Increase and equip classrooms and laboratories in Engineering, Built Environment, Basic Sciences, Computer Science and technical programmes 2. Encourage colleges to develop life-long- learning courses to improve quality and productivity of graduates
Outcome 1.4: Increased access to education and training	Strategy 1.5: Upscale access to quality education and training through increased adoption of educational technology	<ol style="list-style-type: none"> 1. Refocus ODeL as a facilitative platform to enable academic units offer programmes and achieve targets in the ODeL Campus strategy 2. Intensify awareness of the role of ODeL by academic units 3. Develop and implement a framework that will ensure continuity of ODeL activities on a timely and consistent manner 4. Review, install and operationalize a robust electronic Learning Management System (LMS)

Outcomes	Strategies	Key Initiatives
<p>Outcome 1.5: Improved employability of graduates in diverse fields</p>	<p>Strategy 1.6: Produce practical oriented graduates in diverse fields suitable for employment</p>	<ol style="list-style-type: none"> 1. Develop and implement a framework for experiential/competence/problem based learning in the university programmes 2. Re-engineer common core courses and incorporate leadership and soft skills in one of the courses 3. Re-engineer the current placement office to become a robust office for Career Services and Placement 4. Design and implement a tracer study programme using discipline-based alumni association database
<p>Outcome 1.6: Increased internationalization of the university</p>	<p>Strategy 1.7: Promote and increase internalization of the university</p>	<ol style="list-style-type: none"> 1. Develop hostels for international students 2. Develop and implement support systems for international students 3. Market university programmes in selected international markets 4. Reposition CIPL to significantly attract more international students 5. Monitor and report on a regular basis completion rates and progression of international students 6. Implement mechanisms to attract international academic staff
<p>Outcome 1.7: Increased number of graduate students in diverse fields</p>	<p>Strategy 1.8: Review existing graduate programmes to attract more students</p>	<ol style="list-style-type: none"> 1. Select flagship graduate programmes and revamp, differentiate and grow them 2. Develop high priority multi-disciplinary graduate programmes to preserve the benefit of interdisciplinary synergy and cross pollination

Outcomes	Strategies	Key Initiatives
		<ol style="list-style-type: none"> 3. Rationalize fees structures for graduate programmes across the university and payments thereof 4. Implement the Graduate Library Project 5. Provide learning space and carrels for graduate students

5.2.2 Research, Innovation and Enterprise

Research, Innovation and Enterprise is a core business of the university. It covers research, scholarship and related commercial activities. The university must address this issue to remain relevant in its pursuit of extending the frontiers of knowledge development and application. Research, Innovation and Enterprise enable the university to contribute towards the dynamic social needs that are the hallmark of civilization and development of human life. They have great potential for wealth creation and contribution to sustainable national development. If this potential is not exploited, the university will lose out on the national agenda and the aspiration of the Vision 2030. Its global ranking and competitiveness will also be weakened.

Key Result Area 2: High impact research outputs that addresses societal needs

Strategic Objective 2: To be a leading Institution in scholarly, research and creative productivity in Africa

Table 2: Research, Innovation & Enterprise – Outcomes, Strategies and Key Initiatives

Outcomes	Strategies	Key Initiatives
<p>Outcome 2.1: Increased visibility and uptake of UoN research output</p>	<p>Strategy 2.1: Build active research teams focusing on national and regional priority areas</p> <p>Strategy 2.2: Strengthen research infrastructure and facilities</p>	<ol style="list-style-type: none"> 1. Develop several high priority multi-disciplinary thematic research areas to attract large grant funding 2. Create proposals to fund the Big Four government priorities 3. Strengthen UoN journals, enabling indexing in international databases 4. Continue to develop capacity in grants writing 5. Create cutting edge shared research facilities and centres of excellence

Outcomes	Strategies	Key Initiatives
<p>Outcome 2.2: Adequate funding to support research, scholarly and creative activities</p>	<p>Strategy 2.3: Grow research, consultancy and commercialization revenue</p>	<ol style="list-style-type: none"> 1. Establish the Office of Research and Enterprise Services (ORES) and the college offices to continuously scan the environment and identify opportunities for research and consultancies, and to provide pre- and post-award support services to faculty 2. Implement the Technology Transfer Office plan 3. Train faculty on commercialization of research 4. Establish a separate procurement unit focusing on research and enterprise 5. Establish an inventory of research activities 6. Implement the research awards and rewards programme
<p>Outcome 2.3: Enhanced role in national innovation ecosystem</p>	<p>Strategy 2.4: Develop the Innovation Park at UoN</p>	<ol style="list-style-type: none"> 1. Implement the Innovation Park feasibility study and master plan 2. Evaluate impact of Research Innovation and Enterprise on revenue

5.2.3 Student Affairs

Students are the core customers of the university, and require adequate welfare and support services to ensure their wellbeing while at the university. These services constitute a critical component in the delivery and continued enhancement of excellence in teaching and learning. They are essential in the production of quality and holistic graduates.

Key Result Area 2: Better citizens for tomorrow

Strategic Objective 3: To improve student welfare services through development and implementation of appropriate minimum standards

Table 3: Student Affairs – Outcomes, Strategies and Key Initiatives

Outcomes	Strategies	Key Initiatives
<p>Outcome 3.1: Increased satisfaction of resident students</p>	<p>Strategy 3.1: Improve standards and capacity of student accommodation services</p>	<ol style="list-style-type: none"> 1. Develop and implement a minimum standard for university hostels (include biometric access control) 2. Review the fees for student welfare services 3. Develop and implement policy framework to enable private sector and alumni to participate in refurbishment of student hostels in exchange for naming rights 4. Build new and modern student hostels through PPP and endowment by high net worth individuals and alumni
<p>Outcome 3.2: Enhanced student satisfaction</p>	<p>Strategy 3.2: Re-engineer student affairs processes to become more efficient</p>	<ol style="list-style-type: none"> 1. Strengthen Dean of Students Office to be the one-stop-shop for all students' non-academic matters 2. Review and implement the student mentorship and counselling programme 3. Develop the Graduate Students' Centre
<p>Outcome 3.3: Increased moral values and sense of responsibility among students</p>	<p>Strategy 3.3: Change student culture towards a more positive outlook</p>	<ol style="list-style-type: none"> 1. Roll out a culture change programme for students 2. Build capacity for handling drug and substance abuse in student and staff counsellors 3. Strengthen work study programme 4. Institutionalise Corporate Social Responsibility by students
<p>Outcome 3.4: Increased allegiance to the university by students and alumni</p>	<p>Strategy 3.4: Showcase student talent in co-curricular activities</p>	<ol style="list-style-type: none"> 1. Establish the UoN orchestra as a one of the best in the country by tapping into corporate sponsorship 2. Reinvigorate the rugby and basketball teams to national

Outcomes	Strategies	Key Initiatives
		<p>prominence by tapping into corporate and alumni sponsorship</p> <ol style="list-style-type: none"> 3. Mobilize the university community and resources to support the university sports teams 4. Hold annual inter-campus sports competition 5. Develop and implement student recognition and appreciation programme for exceptional performance and talent

5.2.4 Resources

Resources constitute a key enabler of university business. They are made up of human resources, financial resources and physical infrastructure. The ability of the university to deliver on its mandate will depend on the resources available and the efficiency of their deployment. This strategic plan will require an up-scaled level of resources to deliver the planned outcomes. Failure to pay attention to resource challenges will result in sub-optimal performance. The key result area (KRA) and the strategic objective (SO) for this enabler are given below.

Key Result Area 4: Sustainable resource base

Strategic Objective 4: To build a sustainable resource base

Tables 4 provide the outcomes, strategies and key initiatives for the three categories of resources: human, physical infrastructure and facilities and finance. Each of the resource categories also lists the specific KRA for that category as outlined below.

5.2.4.1 Human Resource

Key Result Area 4.1: Rationalized staffing and productive staff

Table 4: Resources (Human Resource) – Outcomes, Strategies and Key Initiatives

Outcomes	Strategies	Key Initiatives
<p>Outcome 4.1.1: Improved staff motivation and satisfaction</p>	<p>Strategy 4.1.1: Establish and operationalize mechanisms that empower staff</p>	<ol style="list-style-type: none"> 1. Develop and implement staff recognition and appreciation programme for exceptional talent and excellent performance 2. Review and implement the HR policy manual, benchmarked to modern organizational management 3. Professionalise HR department to reorient HRM function to be people-focused 4. Align recruitment and selection policies to the Constitution of Kenya
<p>Outcome 4.1.2: Increased staff productivity</p>	<p>Strategy 4.1.2: Implement a performance-based incentive and sanctions system</p>	<ol style="list-style-type: none"> 1. Implement a reward and sanction system based on the results of the Staff Performance Appraisal and Performance Contract 2. Review and implement the Staff Appraisal instrument to be aligned with the strategic plan 3. Implement quarterly monitoring of individual performance 4. Develop and implement report on current workload for non-teaching Staff 5. Leverage on the Job Evaluation report by Salaries and Remuneration Commission
<p>Outcome 4.1.3: Adequate work force at all times</p>	<p>Strategy 4.1.3: Establish and operationalize a succession planning programme</p>	<ol style="list-style-type: none"> 1. Review and implement a faculty development pipeline policy for succession planning 2. Develop and implement a succession policy for non-teaching staff 3. Mentorship of young faculty for career progression

Outcomes	Strategies	Key Initiatives
Outcome 4.1.4: Enhanced trust and confidence between staff unions and management	Strategy 4.1.4: Structured engagement with staff union leadership	Dedicate a resource person to be in charge of union matters and to interact with the unions on a regular basis

5.2.4.2 Physical Infrastructure and Facilities

Key Result Area 4.2: Appropriate, adequate and properly maintained physical facilities and infrastructure.

The physical infrastructure consists of land and buildings, ICT, and utilities and conservancy (power, water and waste disposal). Tables 5 show the outcomes, strategies and key initiatives for these sub-categories.

Table 5: Physical Infrastructure and facilities – Outcomes, Strategies and Key Initiatives

Outcomes	Strategies	Key Initiatives
Land and Buildings		
Outcome 4.2.1: Improved cash flow	Strategy 4.2.1: Improve land utilization for higher financial returns	<ol style="list-style-type: none"> 1. Renovate university houses in prime areas using PPP and rent them commercially 2. Develop office, hotel and conference complex in Kilimani through PPPs and debt financing (UNES) 3. Modernize, manage and optimally utilize available space 4. Develop the university teaching and referral hospital 5. Develop the UoN School of Law Justice Tower
	Strategy 4.2.2: Implement executive education programmes	Develop the Graduate School of Management
Outcome 4.2.2: Well maintained state of the art facilities	Strategy 4.2.3: Adopt a rigorous facility monitoring, evaluation and maintenance system	<ol style="list-style-type: none"> 1. Inviting private sector to participate in refurbishment and maintenance of UoN buildings in exchange of naming rights

Outcomes	Strategies	Key Initiatives
		<ol style="list-style-type: none"> 2. Implement a system for management of space in the university
Information and Communication Technology (ICT)		
<p>Outcome 4.2.3: Improved quality of services to end-users</p>	<p>Strategy 4.2.4: Implement a secure, robust and integrated ICT infrastructure</p>	<ol style="list-style-type: none"> 1. Upgrade the university Data Centre to a Tier 3 data centre 2. Implement a Call Centre with Interactive Voice Response (IVR), and integration with social media and university MIS 3. Implement a biometric system for staff 4. Review SMIS and address the challenges academic units are facing for example, control double registration and enforce all examination regulations 5. Implement the ICT Master Plan
<p>Outcome 4.2.4: Faster turn-around time of all student and staff processes</p>	<p>Strategy 4.2.5: Achieve world-class university ICT service provision</p>	<ol style="list-style-type: none"> 1. Automate course evaluation and link it to the Staff Appraisal System 2. Re-engineer and integrate core MIS applications 3. Re-engineer the university website to become a one-stop-shop for information to all stakeholders 4. Develop a dashboard that provides management with information for decision-making support 5. Review library automation and implement recommendations
Utilities and Conservancy		
<p>Outcome 4.2.5: Enhanced greening of the university</p>	<p>Strategy 4.2.6: Exploit and use sustainable renewable energy sources</p>	<ol style="list-style-type: none"> 1. Install solar energy systems in selected university buildings
	<p>Strategy 4.2.7: Reduced use of paper in governance meetings</p>	<ol style="list-style-type: none"> 1. Develop and implement a knowledge management system to enable all governance meetings to go paperless

5.2.4.3 Financial Resources and Sustainability

Resources constitute a key enabler of university business. They are made up of human resources, financial resources and physical infrastructure. The ability of the university to deliver on its mandate will depend on the resources available and the efficiency of their deployment. This strategic plan will require an up-scaled level of resources to deliver the planned outcomes. Failure to pay attention to resource challenges will result in sub-optimal performance. The key result area (KRA) and the strategic objective (SO) for this enabler are given below.

Key Result Area 4.3: Adequate and sustainable financial resources

Table 6: Resources (Financial) – Outcomes, Strategies and Key Initiatives

Outcomes	Strategies	Key Initiatives
<p>Outcome 4.3.1: Increased funding</p>	<p>Strategy 4.3.1: Engage the Government and private sector for enhanced resourcing</p>	<ol style="list-style-type: none"> 1. Appoint a dedicated person to continuously engage with resource allocation technocrats in MOE, University Funding Board, National Treasury, and National Assembly 2. Advancement Office to more aggressively engage local stakeholders (for example, county governments and the industry) and foreign partners (such as multi-lateral agencies, foreign embassies, and foundations) for increased funding
<p>Outcome 4.3.2: Positive cash flow</p>	<p>Strategy 4.3.2: Strengthen controls in management of income generation</p>	<ol style="list-style-type: none"> 1. Review and implement the report on income-generating activities in the university (the 1994 University Council report) 2. Rethink the mandate of UNES in generating income for the university 3. Enforce existing policy on fee payment, and student course registration through SMIS (and enforce the no fees no examinations policy) 4. Review the financial viability of all IGUs 5. Upscale selected IGUs to commercial business entities

Outcomes	Strategies	Key Initiatives
Outcome 4.3.3: Timely and informed decision making	Strategy 4.3.3: Enhance the financial management systems	<ol style="list-style-type: none"> 1. Develop and implement a management accounting reporting system 2. Re-engineer and devolve further financial management to the colleges 3. Implement the e-procurement system

5.2.5 Competitiveness and Image

Global market competitiveness and image is another important enabler of university operations. The university operates in a very competitive global environment. Institutions of higher learning intensely compete with each other in the attraction of quality staff, resources and students. The university needs to develop a sustainable competitive advantage it has to remain vibrant and successful. This will require a strong brand, high visibility, positive image, and consistently favourable ranking. The key result area (KRA) and the strategic objective (SO) for this enabler are given below.

Key Result Area 5: Strong corporate image

Strategic Objective 5: To enhance the competitiveness and image of the University

Table 7: Competitiveness and Image – Outcomes, Strategies and Key Initiatives

Outcomes	Strategies	Key Initiatives
Outcome 5.1: Improved brand equity and visibility	Strategy 5.1: Brand and position the university based on value proposition	<ol style="list-style-type: none"> 1. Establish a Marketing and Communications Unit to profile the university locally and internationally 2. Develop and implement coordinated marketing plan for the university 3. Develop and implement the Branding policy 4. Implement communication and marketing strategies 5. Engage in Corporate Social Responsibility
Outcome 5.2: Increased industry linkage/partnerships	Strategy 5.2: Strategic engagement with industry	<ol style="list-style-type: none"> 1. Launch structured engagement with industry and other key stakeholder on mandate areas relevant to the university

Outcomes	Strategies	Key Initiatives
<p>Outcome 5.3: Improved competitiveness and Image</p>	<p>Strategy 5.3: Market the university locally and internationally</p>	<ol style="list-style-type: none"> 1. Outsource public relations for Monitoring and Media Management 2. Document the historic achievements of the university and preserve the university heritage 3. Leverage on UoN TV/Radio station to profile and market the university 4. Leverage on Customer Experience Centre (CEC) to market the university and for effective communication 5. Effectively engage internal stakeholders as brand ambassadors

5.2.6 Governance, Leadership and Culture

Governance, leadership and culture form the foundation theme for the university. University governance is the way universities are managed and operated. Good governance will lead to improved operational efficiency, excellence, higher stakeholder satisfaction and achievement of university mandates. The university's internal governance organs include the University Council, the University Executive Board, the Senate, the Deans' Committee, the college management boards, the college academic boards, the faculty/school boards and the departmental boards. The roles of these organs need to be clear and the interface between them properly managed.

The internal culture of the university plays an important role in governance. A strong culture that is supportive of the vision and mission of the university contributes to its success. The strategies and initiatives set out herein are intended to instill appropriate culture and enhance the efficient functioning of the internal governance organs.

Key Result Area 6: Improved and sustainable institutional performance

Strategic Objective 6: To institutionalize governance mechanisms and leadership culture that facilitate the realization of the university's vision and mission

Table 8: Governance, Leadership and Culture – Outcomes, Strategies and Key Initiatives

Outcomes	Strategies	Key Initiatives
Outcome 6.1: Increased efficiency and effectiveness	Strategy 6.1: Review the adequacy of the legal constitution of the Universities Act, Charter and Statutes	<ol style="list-style-type: none"> 1. Lobby for the amendment of the Universities Act and Charter 2. Harmonise the Statutes and the Charter with the Act to address conflicts and repetition of provisions
	Strategy 6.2: Review and streamline the internal governance organs of the university	<ol style="list-style-type: none"> 1. Rationalize the structure of the university 2. Complete the governance organs of the university 3. Increase devolution to colleges or basic operating units for them to complete most processes
	Strategy 6.3: Develop leadership capacity at all management levels	<ol style="list-style-type: none"> 1. Implement a leadership transformation and coaching programme across all management levels 2. Build capability in strategy execution at all levels 3. Adopt fact driven decision making processes
Outcome 6.2: Increased commitment, loyalty and responsibility among staff	Strategy 6.4: Institutionalize an appropriate culture in the university	<ol style="list-style-type: none"> 1. Review the logo of the university to ensure enhanced meaning and connectedness to the mission of the university 2. Develop and implement a culture change programme, informed by the core values

6.0 STRATEGIC PLAN IMPLEMENTATION

6.1 Implementation Plan

An excellent strategy will deliver expected results if its implementation is good. Various activities ought to be performed to ensure successful implementation of this strategy. The key activities are reviewed below:

6.1.1 Internal Consistency

Successful strategic plan implementation requires congruence between the various internal dimensions of an organization. Key among these are strategy, structure, systems, style (leadership), staff (skills, number, attitudes) and shared values. These need to be aligned to support the 2018-2023 Strategic Plan being implemented. This needs to be spearheaded by the UEB.

6.1.2 Annual Work Plans

Annual Work Plan (AWPs) are prepared every year on the basis of intended outcomes, strategies and budgets, reflecting achievements and lessons learned from the preceding year. The AWPs provide detailed activity planned and set out what would be accomplished during the year for the result or set of results identified by the university or operating unit and contains

A corporate five-year implementation plan has been developed based on the strategy in Chapter 5. It shows the outcomes, performance indicators for each outcome, targets to be achieved over the plan period, the officers responsible for achieving these targets and key initiatives to be undertaken.

6.1.3 Budgets Alignment

It will be important to align both the corporate budget for FY 2018/19 with the corporate AWP for FY 2018/19. This means that the budget will be reviewed to fund the prioritized strategic initiatives. In subsequent years, the corporate annual work plans should be developed ahead of the budgeting cycle so that the annual budgets are driven by the priorities in the strategy.

6.1.4 Communication of the Strategic Plan

All teaching and non-teaching staff will be involved in implementing the 2018-2023 Strategic Plan. There is need therefore to sensitize them on key highlights of the strategic plan being implemented and what is expected of them. This calls for communicating the strategic plan to all staff. This is the responsibility of the UEB, deans, directors and heads of departments.

6.2 Monitoring and Evaluation Framework

Monitoring can be defined as the process of continually tracking the implementation of planned programmes or activities to assess their progress and performance. Evaluation is the determination of to what extent set objectives have been successfully met. Monitoring and evaluation (M&E) provides regular and timely information in support of evidence-based decision-making serving as a key driver towards the realization of an organisation's goals. The information prepared includes progress made, challenges encountered and identified

emerging issues. This information can also be used to promote a culture of learning and application of lessons learned.

The M&E of the plan shall be integrated with the performance contracting process to eliminate duplication of effort and to make the process more effective than it is now. Details of the M&E process shall be developed and outlined in the Monitoring and Evaluation Plan 2018-2023, including templates for the quarterly and the annual performance evaluations.

6.3 Cascading Framework

The performance of the university will be as a result of the performance of ALL employees as everyone has a role to play. The desired corporate outcomes will be realised only if they are translated to key results of colleges and central units, and those of teams and individual staff members. There must be a focus across all levels of the university that is consistently aligned to the university's strategy.

The cascading framework employed is summarised in Figure 2. The extended corporate work plan defines the top-level strategy, with the implementation matrix forming the basis for the corporate scorecard. At the lower tiers (central units, colleges, schools/faculties/institutes, and departments, their extended annual work plans will be derived from the corporate plan, with additional and relevant implementation details and activities incorporated that are aligned to the corporate strategy.

Finally, the employee scorecards (performance appraisal instruments) embodied in the employees' personal objectives and defined by their job descriptions and work assignments shall be clearly aligned both individually and collectively to the employees' units' plans. As employees meet their personal objectives and perform their jobs, their unit's performance targets and objectives are met. This in turn ensures that the overall corporate objectives, and therefore institutional outcomes, are realised.

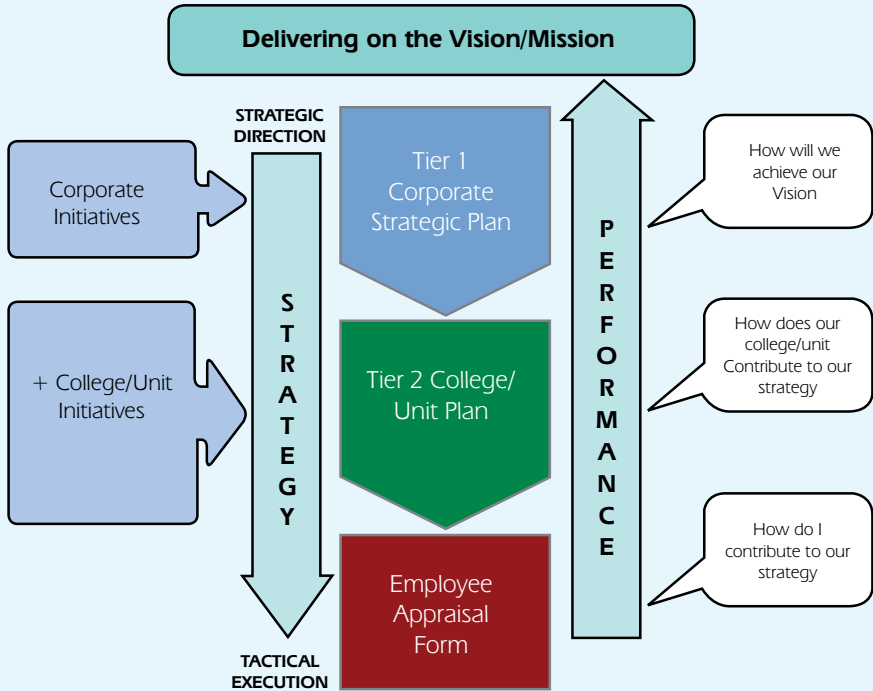


Figure 2: Corporate to Employee Cascading Framework



UNIVERSITY OF NAIROBI QUALITY POLICY STATEMENT

The University of Nairobi is committed to consistently offer quality educational and related services to its customers.

In pursuit of this commitment, the University shall:

1. Be guided by its strategic plan in developing and implementing the quality management system;
2. Derive its quality objectives from the applicable university strategic plan with focus on quality;
3. Meet the applicable customer, regulatory and statutory requirements;
4. Regularly monitor and review its performance for continual improvement; and
5. Implement a quality management system based on ISO 9001:2015 standard.

A handwritten signature in black ink, appearing to read 'Thuraiti'.

VICE CHANCELLOR

April 27, 2017



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