UNIVERSITY OF NAIROBI

COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF JOURNALISM & MASS COMMUNICATION

STRATEGIC PLAN 2008-2013

DATED: MARCH 2012

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1.0   Introduction

1.1   Background

The School was founded in 1970 as a project of UNESCO with support from Denmark, Norway, and Austria to cater for students from the Eastern and Central African region.

What began as an undergraduate diploma was upgraded to a postgraduate diploma in 1980 in addition the School started offering a Masters Degree in Communication Studies in the year 2001. The courses offer practical training as well as relevant theoretical foundation in communication studies, mass communication and media. In 2006 the School launched the Bachelor of Arts (Journalism and Media Studies) programme, and in 2009, launched the PhD (Communication and Information Studies) programme. In May 2010, the School started offering a Bachelor of Arts in Broadcast Production programme in collaboration with the Kenya Institute of Mass Communication (KIMC).

The School has and continues to occupy an important position institution in communication and media training in the region. This premier position was endorsed in 2007 when the School was recognized by UNESCO as one of the leading 12 institutions in Africa – the potential centres of excellence – offering communication and media training, and the only one in Kenya.

1.2   The Planning Context

This Strategic Plan is prepared at a time when the University and the School are facing fundamental changes and challenges both from within and from outside. The changes include competition from other universities and journalism training institutions, negotiated performance contracts, performance appraisal system, and University strategic plan and overall restructuring.

The challenges facing the University, and College of Humanities and Social Sciences, in which the School sits, as well those from within the University as well as without, means the School has to strategically position itself to achieve its vision and mission.

2. Vision, Mission and Core Values

2.1 Vision

A leading school of mass communication promoting excellence in communication, journalism, teaching and training, research and consultancy.

2.2 Mission

To provide quality teaching, learning, research and consultancy in communication, media and journalism by creating, preserving, transmitting and utilising knowledge

2.3 Core values

The School shall be guided by the following core values:

1. Freedom of thought and expression
2. Innovativeness and creativity
3. Good corporate governance
4. Team spirit and teamwork
5. Professionalism
6. Quality customer service
7. Responsible corporate citizenship and strong social responsibility
8. Respect for and conservation of the environment

3.   Strategic Analysis

3.1   Strengths

1. Prestigious name and reputation as a regional centre for communication training, recognized by UNESCO, and the government
2. Strategic location win the main campus and proximity to CBD
3. Qualified, competent, experienced, committed and cohesive team
4. High staff retention rate
5. Excellent collaboration with international and local organisations and academic institutions
6. Large and strategic alumni base
7. Strong links with the media
8. Attractive and competitive communication programmes
9. A unique multi-media resource centre
10. Long standing interest of development partners
11. Quality and relevant research
12. Capacity for consultancy
13. Competitive selection of students
14. Large number of students with diverse backgrounds
15. Vast potential for income generation
16. Preferred School
17. Active collaboration with national, regional and international institutions

3.2   Weaknesses

1. Pressure on facilities and resources
2. Limited funds
3. Inadequate space given the increasing number of students.
4. Inadequate opportunities for staff development
5. Low research output
6. Low enrolment of international students

3.3   Opportunities

1. Potential for programme expansion through Distance and e-Learning

2. Potential for expanding interdisciplinary programmes

3. School-public/private sector collaborations

4. Growing demand for research and consultancy services

5. Increasing demand for journalism, media and communication training and education

6. Emerging opportunities for networking

7. High speed Internet connectivity (under -sea fibre cable) and national fibre backbone.

8. Opportunities for fund raising

9. Growth potential created by the Constitution of Kenya 2010

3.4   Threats

1. Increased competition from local and international institutions offering journalism, media and communication programmes

2. Escalating cost of education

3. HIV/AIDS and other life threatening medical conditions

4. High cost of ICT facilities

5. Poaching of staff by other institutions

6. High rate of poverty in the country

7. High cost of living in Nairobi

8. Increased pressure to admit more students

9. Inadequate budgetary allocation

4.0   Strategic Themes, Objectives and Strategies

4.1   Strategic Themes

1. Resources and Governance

2. Teaching and Learning

3. Research, Consultancy, Innovation and Technology Transfer

4. Competitiveness of the School

4.2   Strategic Objectives

1. To manage the School efficiently and effectively

2. To offer quality academic programmes

3. To contribute to knowledge development and innovations

4. To enhance the competitiveness of the School

4.2.0 Strategic Objectives and Strategies

4.2.1 Resource and Governance

The School of Journalism and Mass Communication acknowledges the fact that efficiency and effectiveness are key to success. The School further appreciates that to develop and maintain good governance, a productive and motivated workforce, and a culture of accountability and responsibility, it must be committed to efficiency and effectiveness as part of its overarching management ethos. To become a leading School that promotes excellence in teaching, training, research and consultancy, it must embrace efficiency and effectiveness as part of its commitment to its vision and mission, and the provisions of Vision 2030, the Constitution of Kenya 2010, ISO9001:2008 and other international best practices.

Objective 1
To manage the School efficiently and effectively

Strategies

1. Review governance and management structure, systems and functions for continued effectiveness

2. Promote a leadership and performance culture based on tenets of good corporate governance

3. Increase and diversify the revenue base

4. Safeguard, upgrade and fully exploit School assets

The expected outcomes to be achieved are:

1. Enhanced financial health
2. Secured School assets
3. Productive and motivated workforce
4. Adequate and appropriate physical facilities and equipment
5. Improved teaching and management efficiency

6.   Good governance, and efficient and effective management of the School

7.   Culture of accountability and   responsibility

4.2.2   Teaching and Learning

The School of Journalism and Mass Communication is committed to achieving excellence in its core business of teaching and learning. Its programmes must be designed to meet the development needs identified in Vision 2030 as well as the aspirations envisaged in the Constitution of Kenya 2010. The programmes must also be diversified in order to afford greater opportunities to Kenyans and others to access quality education and knowledge. Ultimately, the programmes should aim at producing graduates who are well equipped with theoretical knowledge and practical skills to contribute efficiently and effectively to the realisation of the development goals of the country.

Towards this end, the School has identified the following objective and strategies:

Objective 2

To offer quality academic programmes

Strategies

1. Review academic programmes to ensure relevance and applicability

The expected outcomes to be achieved are:

1.   Improved quality of academic programmes

2.   Increased alignment of programmes to Vision 2030 and the Constitution of Kenya 2010

3.   Increased access to academic programmes

4.   Holistic graduates

5. Synchronised and predictable School calendar

4.2.3 Research, Consultancy, Innovation and Technology Transfer

One of the objects and functions of the University of Nairobi is to participate in the discovery, transmission and preservation of knowledge and to stimulate the intellectual life and cultural development of Kenya. Research, Innovation, Consultancy and Technology transfer are key strategic issues that the School of Journalism and Mass Communication must address in order to play its role in the University's performance of this mandate. Through Research, the School will be able to add to the University's contribution towards the body of knowledge upon which social progress, understanding, peace and the improvement of human life in Kenya, the region and the world as a whole can be anchored. Failure to enhance research activities has detrimental effect on the image of the School and the University as a whole as well as the quality perception by the students.

Consultancy is an area where the School has opportunities to play a significant role in University of Nairobi's contribution towards national development. Consultancy provides the greatest opportunity for the transfer of the generated knowledge to sectors in which it is needed for the development of the society.

In order to play its role in the University's performance of the function relating to the above, the School has formulated strategies to enable it to achieve a specific objective as stated below:

Objective 3
To contribute to knowledge development and innovations

Strategies

1. Develop and implement appropriate research programmes

2. Promote relevant consultancy services

The expected outcomes to be achieved are:
1. Enhanced research output
2. Increased innovations deriving from research
3. Increased number of consultancies and outreach programmes

4.2.4 Competitiveness of the School

In the age of globalisation, it is strategic for institutions to foster networks, partnerships and linkages in order to enhance their competitive edge. The School of Journalism and Mass Communication must occupy its rightful position in fostering mutual linkages and partnerships with other peer institutions and industry locally and internationally. Whereas the School boasts of a number of existing academic linkages, it is imperative that more value-adding networks, partnerships and linkages are built at local, regional and international levels to support the overall effort of the University of Nairobi to reposition itself in the global arena as viable and vibrant institution of higher learning. As the School fosters existing linkages and opens new ones, it is equally important that we create a positive perception in the minds of the public and potential students by promptly and effectively responding to their concerns about learning, research and extension. Our Strategic Plan should address to the issues of our identity, culture and students' governance. These are the issues that this Strategic Plan must address as we strive to improve on our image as a School. In this day and age when the University is faced with competition from other institutions, it will perilous if the School of Journalism and Mass Communication does not brand and re-brand in order to enhance our corporate image and develop our culture that the University and its staff shall live by.

Objective 4

To enhance the competitiveness of the School

Strategies

1. Promote partnerships and linkages

2. Promote the image and visibility of the School

The expected outcomes to be achieved are:

1. Better ranking of the School

2. Consistent positive corporate image

5.0 Performance Plans

Strategic Theme 1: Resources and Governance

Strategic Objectives 1: To manage the School efficiently

EXPECTED OUTCOME	PERFORMANCE INDICATORS	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
Strategy 1.1: Review governance and management structure, systems and functions for continued effectiveness					
Good governance, and efficient and effective management of the School	Timely decisions and efficient processes	School service charter	100%	2008-2013	Director
Improved teaching and management efficiency	Number of timely decisions made and implemented	School service charter	100%	2008-2013	Director
School performance ranking	Annual performance contract	2	Position 1	2013	Director
Compliance with ISO 9001:2008 standard	Major non-conformities	1	0	2013	Director
Strategy 1.2: Promote a leadership and performance culture based on tenets of good corporate governance					
Productive and motivated workforce	Staff satisfaction index	73%	75%	2013	Director
	Staff with offices	100%	100%	2013	Director
	Appropriate equipment for staff	*	100%	2013	Director
	Annual performance appraisal system	100%	100%	2008-2013	Director
	Number of staff aware of University policies, rules and regulations		100%	2013	Director
Culture of accountability and responsibility	Integrity testing programme		100%	2013	Director
	Cost reduction	10.4M	10% increase	2013	Principal Deans/Directors HoDs
	Extent of compliance with budget	100%	100%	2008-2013	Principal Deans/Directors HoDs
Strategy 1.3: Increase and diversify the revenue base					
Enhanced financial health	Increase in revenue		Increase by 10%	2013	Director
Strategy 1.4: Safeguard, upgrade and fully exploit School assets					
Secure assets	Secure assets		100%	2008-	Director

Strategic Theme 2: Teaching and Learning

Strategic Objectives 2: To offer Quality Academic Programmes.

EXPECTED OUTCOME	PERFORMANCE INDICATOR	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
Strategy 2.1: Review academic programmes to ensure relevance and applicability					
Improved quality of academic programmes	School's almanac synchronized with the College's and the University's		100%	2008-2013	Director
	No. of courses reviewed		1	2008-2013	Director
Increased alignment of programmes to Vision 2030 and the Constitution of Kenya 2010	Programmes/units aligned		100%	2013	Director
Increased access to academic programmes	Aggressive recruitment exercises		10	2013	Director
Holistic graduates	No. of sports facilities and opportunities available to students		At least one annual tournament	2013	Director
	Established students professional associations		1	2013	Director Dean of students
	Student participation in academic events and related activities		100%	2008-2013	Director

	Student participation in exchange programmes		Increase by 15%	2008-2013	Director
	Amount of support fund for needy students		Amount	2011-2013	Director
	Student on industrial attachment		100%	2011-2013	Director

Strategic Theme 3: Research, Consultancy, Innovation and Technology Transfer

Objective 3: To contribute to knowledge development and innovations

EXPECTED OUTCOME	PERFORMANCE INDICATOR	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
Strategy 3.1: Develop and implement appropriate research programmes					
Enhanced research output	No. of academic publications	2	4	2008-2013	Director
	Percentage increase in total School revenue held in research votes		10%	2011-2013	Director
	No. of funded research projects	1	2	2013	Director

	No. of staff attending conferences and other academic fora		16	2011-2013	Director
	No. of papers presented in conferences and other academic fora	6	8	2013	Director
Increased innovations deriving from research	No. PhD graduates produced annualy	1	2	2013	Director
	No. of Masters graduates produced annualy	70	90	2013	Director
Strategy 3.2: Promote relevant consultancy services					
	No. of Consultancies	3	5	2013	Director MD UNES

Strategic Theme 4: Competitiveness of the School

Objective 4: To enhance the competitiveness of the School

EXPECTED OUTCOME	PERFORMANCE INDICATOR	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
Strategy 4.1: Promote partnerships and linkages					
Enhanced collaborations in teaching, research and consultancy		2	4	2013	Director
Active School-alumni linkages	Number of active alumni	1	1	2013	Director Alumni office

Productive School-Industry collaboration	School-industry collaboration		1	2013	Director
Strategy 4.2: Promote the image and visibility of the School					
	Improved performance ranking	3	1	2013	Principal Deans/Directors HoDs
	Information desk		3	2013	Principal Deans/Directors HoDs
	Establish media centre		1	2011-2012 (confirm date)	Director
	No. website hits	No.	No projected	2012-2013	Director
Consistent positive corporate image	Branding and Marketing Strategy		1	2011-2012	Director

6.0 The Strategic Plan Committee Members

1. Dr. George Nyabuga   -   Chairman, Associate Director, SoJMC

2. Dr. Wambui Kiai   -   Member/Director, SoJMC

3. Dr. Muiru Ngugi   -   Member/ SoJMC

4. Dr. Hezron Mogambi   -   Member/ SoJMC

5. Ms Wairimu Gichohi   -   Member/ SoJMC