

UNIVERSITY OF NAIROBI
SUB-DEPARTMENT OF FRENCH



STRATEGIC PLAN
2013 – 2018



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MAY 2013

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1.0 INTRODUCTION

1.1 Background

The Sub-Department of French is the only sub-department in the Faculty of Arts and the oldest Foreign Language teaching Unit in the University of Nairobi. It is located in the main campus of the University, Education Building, First floor.

French was already being taught at the University College, Nairobi a constituent college of the University of East Africa. After what was then Department of English became the Department of Literature in 1968, the teaching of French was incorporated into this new department and was named the Sub-Department of French. The Sub-Department was given the mandate to teach the French language and Literature of the French speaking world. Being the oldest French teaching unit in the country, the Sub-Department of French has produced a significant pool of highly trained and skilled professionals who have played and continue to play major roles in the country's social, economic and political development. Our alumni also provide valuable service to local, regional and international organizations.

The Sub-Department is currently made up of 5 academic staff members, a librarian, technician and secretarial staff. It services a student population of about 100 every year in Modules I, II and III programmes. Besides teaching duties, members of staff of the Sub-Department coordinate activities of the students' French club, *CEFRUNA*.

1.2 Administrative Structure of the Sub-Department of French

The Sub-Department of French is the only sub-department in the Faculty of Arts, the other nine being fully-fledged departments. Although incorporated in the Department of Literature and sharing one financial vote and one academic staff establishment, the Sub-Department of French operates as an autonomous unit headed by a Chairperson who is appointed by the Vice-Chancellor.

The Sub-Department is represented in the following Faculty of Arts standing committees:

- Postgraduate Studies Committee
- Curriculum Development Committee
- Research and Publications Committee
- Timetabling and Examinations Committee
- Welfare Committee
- Planning Committee

1.3 The Planning Context

This Strategic Plan, 2013-2018, is reviewed on the basis of the revised version of the Sub-Department of French 2008-2013 strategic plan. The Plan has been cascaded from the Faculty of Arts Strategic Plan, 2013-2018. The Plan takes into consideration the changing environment in humanities and social sciences scholarship especially in regard to teaching of French as a Foreign Language, in line with the Vision 2030 document, the Constitution of Kenya 2010 and the Universities Act 2012.

The challenges facing the Sub-Department include declining government financing, introduction of Modules II, III and integrated programmes. These structural complexities present enormous communication, coordination and control problems. Within this context the Sub-Department of French has been revising its programmes in response to changing circumstances, demands and trends.

1.4 Significance of the Strategic Plan

The strategic plan creates and affirms the purpose for which we exist as a Sub-Department of French. It takes stock of the environment in which we are operating and identifies the critical issues that must be addressed. This Plan looks into how well the Sub-Department of French is positioned to develop its full potential taking into account the changing environment internally, regionally and globally. The development of this strategic plan follows the steps required of any organizational strategic plan namely: a shared vision, mission and core values being cognizant of its strengths, weakness, opportunities and threats.

2.0 VISION, MISSION AND CORE VALUES

2.1 Vision

A Department of international academic repute that promotes excellence in teaching, development and dissemination of knowledge, training, research, consultancy and outreach services.

2.2 Mission

To provide quality teaching, learning, research, consultancy and outreach services in Francophone studies by creating, preserving, transmitting and utilizing knowledge for the benefit of humankind, while maintaining and encouraging the best in our national heritage

2.3 Core Values

1. Academic excellence
2. Creativity and innovativeness
3. Freedom of thought and expression
4. Quality customer service
5. Good corporate governance
6. Responsible national and international citizenship

2.4 Guiding Principles

1. Professionalism
2. Inclusiveness and equity
3. Commitment to integrity
4. Social and academic mentorship

3.0 STRATEGIC ANALYSIS

A **SWOT** analysis of the Sub-department of French revealed the following Strengths, Weaknesses, Opportunities and Threats:

3.1 Strengths

1. Strategic location
2. A long tradition of French language teaching and capacity to promote excellence in the use of French
3. The oldest foreign language teaching unit in the country
4. A growing number of local and international students with diverse backgrounds
5. A team of highly qualified and competent staff
6. Highly market-driven programmes
7. A long tradition of contribution to national and international leadership and governance
8. A network of local and international links and collaborations
9. Capacity for research, consultancy, community outreach and income generation
10. Potential for quality, relevant and up-to-date research output
11. A relatively large and strategic alumni base
12. Responsive, innovative and transformative management
13. Proximity to a number of learning resources and facilities
14. Vibrant student association
15. State of the art Regional Language Resource Centre

3.2 Weaknesses

1. A staggered academic calendar
2. Inadequate appropriate and up-to-date teaching facilities and equipment
3. Inadequate and poorly maintained physical facilities
4. Inadequate number of teaching staff
5. Status as a sub-department and not a fully-fledged department
6. Weak mentorship and orientation programme
7. Discriminatory system of remuneration from self-sponsored programmes

8. Inadequate inter-departmental and inter-faculty programmes
9. Unreliable ICT infrastructure
10. Under-reporting research, consultancy and outreach activities
11. Inadequate fora for dissemination of research output
12. Bureaucratic procurement procedures
13. Lack of a departmental vote
14. Poor terms and conditions of service

3.3 Opportunities

1. High demand for French language programmes
2. Viable options for local and international linkages, exchange programmes and collaborations
3. Potential for Sub-Department-industry/public/private sector partnerships
4. Possibilities for fundraising
5. Increased demand for research, consultancy and outreach services
6. Ability to attract high calibre staff
7. Potential for expanding innovative, market responsive programmes
8. Possibilities for regional and global networking
9. Potential for programme expansion through distance learning, including e-learning
10. Increased internet connectivity and network
11. Potential for provision of tailor-made programmes/courses
12. Service courses to other faculties, schools and institutes

3.4 Threats

1. Competition from other institutions/units offering French and/or other foreign languages
2. Low budgetary allocation
3. Vulnerability to social and political disturbances
4. Attractive opportunities in other sectors
5. Escalating cost of living
6. Lack of a national policy on foreign languages

4.0 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND OUTCOMES

4.1 Strategic Issues

1. Teaching and learning
2. Research, consultancy and outreach services
3. Resources and governance
4. Competitiveness of the Sub-Department of French

4.2 Strategic Objectives

1. To produce quality and holistic graduates with a global outlook
2. To contribute to knowledge development, innovation and extension
3. To manage the Sub-Department of French efficiently and effectively
4. To promote the positive image of the Sub-Department

4.3 Strategic Issue 1: Teaching and Learning

The Sub-Department of French takes teaching and learning as its core business. Accordingly, the Sub-Department of French commits quality time and resources to achieve excellence in these key twin activities that determine the image of the Sub-Department. During the Plan period, the Sub-Department of French commits to review its academic programmes for relevance in a fast-changing environment. In particular, it is necessary to re-orient the programmes in line with the competitive market, the Vision 2030 document, the Kenya Constitution 2010 and the Universities Act 2012. To excel in teaching and learning, the Sub-Department of French, in addition, continues to encourage staff to pursue further training at all levels – locally and internationally. The Sub-Department of French endeavours to produce holistic graduates with requisite knowledge and skills to enable them navigate work environment with ease and confidence. Accordingly, the Sub-Department of French adheres to the Faculty's motto "skills to navigate the global village".

Objective 1: To produce quality and holistic graduates with a global outlook

Strategies

1. Review existing academic programmes and courses
2. Introduce innovative programmes
3. Enhance best practices in teaching and learning
4. Provide appropriate teaching and learning infrastructure

Expected Outcomes

1. Reviewed academic programmes and courses
2. Innovative programmes introduced
3. Enhanced teaching, learning and examination processes
4. Appropriate teaching and learning infrastructure

4.4 Strategic Issue 2: Research, Consultancy and Outreach Services

One of the objectives 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, consultancy and outreach services are key strategic issues that the Sub-Department of French addresses in order to play its role in the University. Through research, the Sub-Department of French contributes to knowledge development leading to social progress, peace and improvement of human life. Consultancy not only plays an important role in national development but also fosters public-private sector partnerships and the financial sustainability of the Sub-Department of French. Outreach and extension services are part of the Sub-Department's commitment to widely share specialized knowledge with the Kenyan community.

Objective 2: To contribute to knowledge development, innovation and extension

Strategies

1. Provide conducive environment for research, consultancy, extension and outreach
2. Encourage participation in academic fora

Expected Outcomes

1. Increased research and research outputs
2. Enhanced participation in extension and outreach activities

4.5 Strategic Issue 3: Resources and Governance

Adequate resources and good governance are key to quality teaching, learning and research. In the context of the 2010 Constitution of Kenya and in the spirit of article 10 (2) (a, b & c) of the same constitution, the Sub-Department of French strives to promote democratic ideals, gender equity, social justice, inclusivity, integrity, transparency and accountability in all its management structures. As stipulated in Chapter 6 on leadership and integrity the Sub-Department of French promotes honesty in the execution of duties, accountability to the public for its decisions and actions, discipline and commitment in service to customers.

Objective 3: To manage the Sub-Department of French efficiently and effectively

Strategies

1. Review and implement good governance structures
2. Institute mechanisms for recognition of outstanding performance
3. Support and maintain a conducive working environment
4. Diversify and increase sources of revenue

Expected outcomes

1. Efficient and effective governance structures
2. Recognition of outstanding performance
3. Effective utilization of Management Information System
4. Improved ranking in performance contracting

4.6 Strategic Issue 4: Competitiveness of the Sub-Department of French

The Sub-Department of French is one of the key academic units in the Faculty of Arts of the University of Nairobi that offers a variety of courses and has an experienced academic and support staff. In addition, the Sub-Department of French boasts of a regional state of the art resource centre that caters not only for the increasing number of students enrolled in the Sub-Department but also students from schools and colleges within Nairobi County. However, with the increasing number of institutions offering French language courses, the Sub-Department of French still remains on the cutting edge by maintaining highly qualified staff and dynamic programmes.

Objective 4: To promote the positive image of the Sub-Department of French

Strategies

1. Produce holistic graduates with a global outlook
2. Create and revitalize linkages
3. Increase the visibility of the Sub-Department of French
4. Encourage a culture of academic excellence
5. Ensure a conducive learning and work environment
6. Enhance communication with stakeholders

Expected outcomes

1. Functional Sub-Department of French-industry/public/private sector partnerships
2. Increased alignment of academic programmes to the Vision 2030, the Constitution of Kenya 2010, the Universities Act 2012 and the University of Nairobi Statutes and Policies
3. New and revitalized local and international linkages
4. Improved ranking within the Faculty
5. Sub-Department of French alumni chapter created
6. Holistic graduates with a global outlook

5 PERFORMANCE PLAN

STRATEGIC ISSUE 1: TEACHING AND LEARNING

Strategic Objective 1: To produce quality and holistic graduates with a global outlook

Strategies

1. Review existing academic programmes and courses
2. Introduce innovative programmes
3. Enhance best practices in teaching and learning
4. Provide appropriate teaching and learning infrastructure

Expected Outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Reviewed academic programmes and courses	Number of reviewed academic programmes and courses	2	3	2013-2018	HoD Staff
Innovative programmes introduced	Number of new programmes	0	3	2013-2018	HoD Staff
Enhanced teaching, learning and examination processes	Compliance with the stipulated teaching, learning and examination processes	-	100%	2013-2018	HoD Staff and Students
	Training in effective teaching	-	Yearly	2013-2018	HoD & Staff
	Training on use of ICT in teaching and learning	-	1 per year	2013-2018	HoD & Staff
Appropriate teaching and learning infrastructure	Schedule for comprehensive maintenance of teaching and learning infrastructure	-	Yearly	2013-2018	HoD
	Proportion of lecture rooms with ICT infrastructure	80%	100%	2013-2018	Dean HoD and College ICT
	Proportion of staff with access to ICT infrastructure	1:1	1:1	2013-2018	Dean HoD
	Proportion of students with access to ICT infrastructure	1:1	1:1	2013-2018	Dean HoD
	Proportion of staff with adequate and well-furnished offices	10%	100%	2013-2018	Dean HoD

*HoD=Head of Department

STRATEGIC ISSUE 2: RESEARCH, CONSULTANCY AND OUTREACH SERVICES**Strategic Objective 2: To contribute to knowledge development, innovations and extension****Strategies**

1. Provide conducive environment for research, consultancy and extension
2. Encourage participation in academic fora

Expected Outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Increased research and research outputs	Number of research projects	0	1 per year	2013-2018	HoD and Staff
	Number of academic publications	3	5 per year	2013-2018	HoD and Staff
	Number of academic papers presented	2	5 per year	2013-2018	HoD and Staff
	Number of Sub-department-organized academic fora	1	3 per year	2013-2018	HoD and Staff
	Frequency of French Club magazine	0	1 issue per year	2013-2018	HoD Staff and Students
Enhanced participation in extension and outreach activities	Proportion of sub-department staff and students engaged in outreach and extension activities	10%	50%	2013-2018	HoD and Staff
	Number of outreach and extension materials produced	-	1 per year	2013-2018	HoD and Staff

*HoD=Heads of Department

STRATEGIC ISSUE 3: RESOURCES AND GOVERNANCE**Strategic Objective 3: To manage the Sub-Department efficiently and effectively****Strategies**

1. Review and implement good governance structures
2. Institute mechanisms for recognition of outstanding performance
3. Support and maintain a conducive working environment

Expected Outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Efficient and effective governance structures	Compliance with the Faculty Service Charter	100%	100%	2013-2018	Dean/HoD & Staff
	Compliance with ISO 9001:2008 standard	100%	100%	2013-2018	Dean/HoD Staff and Students
	Compliance with the University policies and procedures	100%	100%	2013-2018	Dean/HoD Staff and Students
	Average staff performance appraisal index	75%	90%	2013-2018	Dean/HoD & Staff
	Periodic customer satisfaction survey	-	Yearly	2013-2018	HoD/Staff
	Design of a Sub-Department-based staff satisfaction index	-	Immediate	2013	HoD/Staff
	Improved lines of communication	-	Continuous	2013-2018	HoD/Staff
Recognition of outstanding performance	Criteria for recognizing outstanding performance	-	Immediate and continuous	2013-2018	HoD/Staff
	Roll of honour for outstanding performance	-	yearly	2013-2018	HoD/Staff
Effective utilization of Management Information System	Sub-Department-based comprehensive and up-to-date database	-	Continuous	2013-2018	HoD/Staff
Improved ranking in performance contracting	Higher PC ranking within Faculty	-	No. 1	2013-2018	HoD and Staff

*HoD=Heads of Department

STRATEGIC ISSUE 4: COMPETITIVENESS OF THE FACULTY

Strategic Objective 4: To promote the positive image of the Faculty

Strategies

1. Produce holistic graduates with a global outlook
2. Create and revitalize linkages
3. Increase the visibility of the Sub-Department of French
4. Encourage a culture of academic excellence
5. Ensure a conducive learning and work environment
6. Enhance communication with stakeholders

Expected Outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Functional Sub-Department-industry/public/private sector partnerships	Number of contractual partnerships	1	3per year	2013-2018	HoD
Increased alignment of academic programmes to the Vision 2030, the Constitution of Kenya 2010 and the Universities Act 2012	Level of compliance	50%	100%	2013-2018	Dean HoD
New and revitalized local and international linkages	Number of local contractual linkages	-	1 per year	2013-2018	HoD
	Number of international contractual linkages	-	1 per year	2013-2018	HoD
	Number of incoming international students	2	5 per year	2013-2018	HoD
	Number of outgoing international students	-	2 per year	2013-2018	HoD
	Number of visiting scholars	1	2	2013-2018	HoD
Improved ranking within the Faculty	Higher performance contract within Faculty	-	No. 1	2013-2018	HoD& Staff
	Updated webpages	-	Continuous	2013-2018	HoD& Staff
Sub-Department of Frenchalumni chapter created	Sub-Department of Frenchalumni chapter	-	Immediate	2013-2018	HoD
Holistic graduates	Number of students professional associations	1	1	2013-2018	HoD
	Students participation in professional associations	30%	75%	2013-2018	HoD

*HoD=Heads of Department

The Sub-Department of French Strategic Plan Committee

1. Ms. Elizabeth Gatungo - Academic Staff
2. Mr. Michael Nginye - Academic Staff
3. Ms. Caroline Mutai - Academic Staff