



**UNIVERSITY OF NAIROBI**  
**DEPARTMENT OF PSYCHOLOGY**

**STRATEGIC PLAN**

**2013 – 2018**

**JUNE 2013**

## **1.0. INTRODUCTION**

### **1.1. Background**

The Department of Psychology at the University of Nairobi was established in 1988 in the then Faculty of Social Sciences in the College of Education and External Studies. The primary objective was to service the Bachelor of Education programme in the School of Education and Bachelor of Science Nursing in the School of Nursing Sciences. In 1999, the Department launched the Bachelor of Psychology (Counselling) degree programme in response to the growing need and demand for counselling psychological services. In 2005, the Department was transferred to the Faculty of Arts in the College of Humanities and Social Sciences when the University restructured the academic programmes. Since then the Department has reorganized its programmes to offer both Counselling Psychology and other areas of Psychology. The Department has extended the services to all Faculties and Schools which offer psychology courses in their programmes.

### **1.2 Administrative Structure of the Department**

The Department of Psychology is headed by a Chairman appointed by the Vice-Chancellor for a 3 year period renewable once. The Chairman is assisted by Departmental Committees and Programme Coordinators in charge of various programmes.

The following are the Departmental Committees:

1. Curriculum Development Committee
2. Examination and Timetabling Committee
3. Postgraduate Studies Committee
4. Research and Publications Committee
5. Anti-Corruption Committee
6. Performance Contract Activities Committee
7. Publicity / Customer Satisfaction Committee
8. Welfare Committee

The Programme Coordinators are:

- Module II Programmes Coordinator
- Module III Programme Coordinator

The Committees and Programme Coordinators also enhance academic programmes among students through creating awareness of University, Faculty and Departmental programmes.

### **1.3. The Planning Context**

The University of Nairobi has developed a five-year Strategic Plan for the period 2013 – 2018. The Department of Psychology Strategic Plan 2013 – 2018 is reviewed on the basis of the revised version of the Department Strategic Plan 2008 – 2013. This Plan has been cascaded from the University of Nairobi Strategic Plan, 2013 – 2018, the College of Humanities and Social Science Strategic Plan, 2013 – 2018 and the Faculty of Arts Strategic Plan, 2013 – 2018.

The Department of psychology has, therefore, prepared its Strategic Plan to confirm with the University's expectations. The Plan covers the period from 2013 - 2018. The Department of Psychology Strategic Plan emphasizes teaching and research roles which are its core functions.

### **1.4. Significance of the Strategic Plan**

The Plan takes cognizance of the changing socio-psychological environment, the Constitution, Kenya Vision 2030 and the Universities Act. The traditional African structures and systems that long provided the needed social, psychological, emotional and spiritual support have been eroded by modernism, urbanization and individualism leading to a variety of psychological problems in society. Consequently, this has brought about the need for various cadres of psychologists, including counsellors, clinical psychologists, educational, social and community psychologists.

## **2.0. VISION, MISSION AND CORE VALUES**

### **2.1. Vision**

*To be a Department that leads in the Teaching, Counselling, Research and Dissemination of Psychological Knowledge.*

### **2.2. Mission**

*To Excel in the Teaching, Research and Training of Psychologists and Counsellors and in the application of Psychological Knowledge to address problems that individuals meet in their daily experiences.*

### **2.3. Core Values**

1. Academic Excellence
2. Professionalism
3. Ethical Practices
4. Collaborations and Linkages
5. Quality Customer Relations
6. Responsible Citizenship
7. Team Spirit and Networking

### **2.4. Guiding Principles**

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

## **3.0. STRATEGIC ANALYSIS**

### **3.1. Introduction**

This aim of this chapter is to present the strategic analysis of the Department in the light of a critical review of past performance in terms of the Strengths, Weaknesses, Opportunities and Threats (SWOT). An analysis of the Department of Psychology revealed the following Strengths, Weaknesses, Opportunities and Threats.

### **3.2. Strengths**

The department is largely advantaged by the following factors:

1. Strategic location
2. Large number of highly qualified and competent staff
3. Many years of experience in research and teaching of psychology
4. Multidisciplinary market-driven programmes
5. Ability to attract a large number of students
6. Service courses to other faculties, schools and institutes
7. Capacity for research, consultancy, community outreach and income generation
8. Large and strategic alumni base
9. Proximity to a number of learning resources and facilities
10. Department offers service courses to other faculties and schools
11. Links services with the community through development work and consultancy
12. Highly motivated academic and support staff

### **3.2 Weaknesses**

The Department is disadvantaged by the following factors:

1. General fatigue among staff due to un-staggered semesters create heavy workload
2. Inadequate and in appropriate up-to-date teaching facilities and equipment
3. Inadequate and poorly maintained teaching and learning facilities including ICT infrastructure
4. Inadequate number of academic and support staff
5. Low morale among academic staff

6. Low staff - student ratios due to a large student enrolment
7. Weak mentorship and orientation programmes for students
8. Inadequate data capture management and tracking system
9. Inadequate fora for dissemination of research output e.g. newsletter and journal
10. Poor collaboration and linkages with professional associations, other academic and development agencies
11. Inadequate office / workstation space
12. Inadequate telephone extensions
13. Poorly equipped library and low quality of information management services
14. Lack of departmental seminars and graduate teaching venues
15. Poor condition of fieldwork / practicum

### **3.3 Opportunities**

1. High demand for counselling psychology programmes and services
2. Viable options for local and international linkages and collaboration
3. Potential for Department – Industry / Public / Private sector partnerships
4. Increased demand for research, consultancy and outreach services
5. Establishment of a Counselling Psychology Centre
6. Potential for expanding multi-disciplinary programmes
7. Potential for programme expansion such as Masters and PhD through distance learning, including e-learning
8. Institute growth of an association for counselling psychology

### **3.4. Threats**

1. Competition from other institutions and departments
2. Low budgetary allocation
3. Bureaucracy in promotion of academic staff
4. Bureaucratic administrative delays in procures and constraints affecting the procurement of learning facilities
5. Lack of induction programme / services for the new academic and support staff

## **4.0. STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND OUTCOMES**

### **4.1. Introduction**

This chapter examines the Department strategic themes for strategic analysis. The objectives have been identified in order to provide the strategies. In addition, a summary of the implementation framework for the department Strategic Plan is aligned to the strategy and objectives.

The main strategic themes to be addressed are as follows:

1. Teaching and learning.
2. Research, publication and consultancy.
3. Programme development, implementation and management.
4. Collaboration and networking.
5. Revenue generation.

The strategic objectives are:

1. Promoting quality teaching and learning.
2. Contributing to knowledge development.
3. Ensuring relevance of programmes and courses offered in the department.
4. Promoting effective institutional collaboration and networking with other organizations within and outside the university.
5. Enhancing sustainable revenue generation capacity in the department.

### **4.1. Teaching and Learning**

Teaching and learning stands out as the main activity for the establishment of the department of Psychology. The main objective of this activity will be as follows:

**Objective:** To promote quality teaching and learning

#### ***Strategies***

1. Apply learner friendly teaching and learning methods.

2. Introduce innovative programmes.
3. Ensure punctuality of teachers.
4. Ensure an adequate balance between knowledge and skill during teaching.
5. Ensure effective field visits and supervision.

### ***Expected Outcomes***

1. Reviewed academic programmes and courses.
2. Availability and provision of teaching and learning materials.
3. Regular consultation between faculties and students by setting aside time.
4. Enhanced teaching, learning and examination processes.

### ***Performance Plan***

<b>Expected Outcome</b>	<b>Performance Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Time frame</b>	<b>Responsible Person</b>
Reviewed academic programmes and courses.	Number of reviewed academic programmes and courses	3	5	2013 – 2018	- Chair - Curriculum development Committee
Availability and provision of teaching and learning materials.	- Acquisition of textbooks - LCD - Video Cameras	10%	70%	2013 – 2018	- Chair
Regular consultation between faculties and students by setting aside time.	- Consultation schedules - Display of consultation hours on doors and internet	2 hours per week	4 hours per week	2013 – 2018	- All lecturers
Enhanced teaching, learning and examination processes.	- Acquisitions of teaching learning materials - Display of course outline - Availability of learning modules - Setting and marking of examination on time	30%	100%	2013 – 2018	- All lecturers



#### 4.2. Research, Publication and Consultancy

One of the core functions of the University of Nairobi is undertake research, consultancy and outreach services. The Department of Psychology aims at enhancing research and dissemination of knowledge in psycho-social development.

**Objective:** To contribute to knowledge development.

##### *Strategies*

1. Provide conducive environment for research, consultancy and extension
2. Encourage participation in academic fora.
3. Provide financial support for research and dissemination of findings including conferences and publications.

##### *Expected Outcomes*

1. Increased research and research outputs.
2. Increased implementation of research findings and consequently innovations.
3. Conferences and workshops in the Department.

##### *Performance Plan*

<b>Expected Outcome</b>	<b>Performance Indicators</b>	<b>Baseline</b>	<b>Targets</b>	<b>Time frame</b>	<b>Responsible Person</b>
Increased research and research outputs	- Journals and publication - Number of research publications	30%	70%	2013 – 2018	- All lecturers - Research and Publications Committee
Increased implementation of research findings and consequently innovations	- Knowledge based practices - Newsletter - Journal	30%	70%	2013 – 2018	- Research and Publications Committee
Conferences and workshops in the Department	- Number of workshops held	Nil	3 per Year	2013 – 2018	- Chair - Research and Publications Committee

### 4.3. Programme development, implementation and management

The department during the planned period aims at reviewing existing programmes and developing new ones that are demand driven.

**Objective:** To ensuring relevance of programmes and courses offered in the department

#### *Strategies*

1. Eliminate duplication and overlap of courses.
2. Review and update programmes and courses through needs analysis.
3. Incorporate field work in academic programmes to facilitate mastery of skills.

#### *Expected Outcomes*

1. Harmonization of programmes (Bachelors, Masters and Ph.D).
2. Launch masters and Ph.D programmes in counselling and psychology.
3. Competent practitioners in counselling and psychology.

#### *Performance Plan*

Expected Outcome	Performance Indicators	Baseline	Targets	Time frame	Responsible Person
Harmonization of programmes (Bachelors, Masters and Ph.D)	- Harmonised Bachelor / Masters / PhD Counselling / Psychology Programme	50%	100%	2013 – 2018	- Chair - Curriculum Development Committee
Launch Masters and Ph.D programmes in counselling and psychology	- Number of Masters and Ph.D programmes in Counselling / Psychology	Nil	3	2013 – 2018	- Chair - Curriculum Development Committee
Competent practitioners in counselling / psychology	- Number of Psychology and counselling graduates per year	40	100	2013 – 2018	- Chair - Coordinator - All lecturers

#### 4.4. Collaboration and Networking

The Department aims at promoting collaboration and linkages within the Faculty, College, University and other outside institutions.

**Objective:** To promoting effective institutional collaboration and networking with other organizations within and outside the university.

#### *Strategies*

1. Identify suitable institutions for potential collaboration.
2. Initiate new and strengthen existing collaborative networks.
3. Initiate new and strengthen staff, faculty and student exchange programmes.
4. Ensure effective coordination of collaborative programmes.

#### *Expected Outcomes*

1. Functional Department – Public / private sector partnership.
2. Enhanced communication with stakeholders in counselling and psychology.
3. Department ALUMNI Chapter.
4. New and revitalized local and international linkages.

#### *Performance Plan*

Expected Outcome	Performance Indicators	Baseline	Targets	Time frame	Responsible Person
Functional Department – Public / private sector partnership	- Organisations and institutions linked to Department - Number of linkages	10	40	2013 – 2018	- Chair - All coordinators - All lecturers
Enhanced communication with stakeholders in counselling and psychology	- Department – Stakeholders workshops - Backlinks and forward links	5	30	2013 – 2018	- Chair - All coordinators - All lecturers
Department ALUMNI Chapter	- List of ALUMNI - Departmental publications	600	1,000	2013 – 2018	- Chair - All coordinators - All lecturers
New and	- Organisations,	10	40	2013 – 2018	- Chair

revitalized local and international linkages	association and institutions linked to Department - Number of institutions linked to Department				- All coordinators - All lecturers
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#### 4.5. Revenue Generation

The Department intends to engage in income generating programmes and activities through the development of unique and market driven programmes.

**Objective:** To enhance sustainable revenue generation capacity in the department.

#### *Strategies*

1. Development of new and market oriented programmes with a good balance between quality of service and profit.
2. Review existing programmes to establish their income generating potential by enhancing quality of service.
3. Writing of proposals for funding by university and other institutions and organizations.

#### *Expected Outcomes*

1. Increased research grants.
2. Increased research and consultancies in the department.

#### *Performance Plan*

Expected Outcome	Performance Indicators	Baseline	Targets	Time frame	Responsible Person
Increased research grants	Amount of grant	Nil	\$100,000	2013 – 2018	- Chair - All coordinators - All Committees - All lecturers
Increased research and consultancies in the department	Number of consultancies	2	10	2013 – 2018	- Chair - All coordinators - All lecturers