

**STRATEGIC PLAN FOR
THE DEPARTMENT
OF LINGUISTICS AND
LANGUAGES**

2013-2018

Table of Contents

1. Introduction.....	
2. Vision, Mission and Core Values.....	
3. SWOT Analysis.....	
3.1 Strengths.....	
3.2 Weaknesses.....	
3.3 Opportunities.....	
3. 4 Threats.....	
4. Strategic Issues, Objectives, Strategies & Outcomes	
4.1 Strategic Issues.....	
4.2 Strategic Objectives.....	
4.2.1 Objective 1: To Offer Quality Academic Programmes.	
4.2.2 Expected Outcomes.....	
4.2.3 Objective 2: To Contribute to Knowledge Development.....	
4.2.4 Expected Outcomes.....	
4.2.5 Objective 3: To Enhance the Competitiveness of the Department.....	
4.2.6 Expected Outcomes.....	
5. Performance Plan for 2013–2018.....	

1. INTRODUCTION

The Department of Linguistics and Languages is one of the oldest and largest departments in the Faculty of Arts, having been established in the 1970s. The Department's main focus was the description of local languages. It is for this reason that it was christened "Department of Linguistics and African Languages" under the chairmanship of Prof. Mohammed Abdulaziz. The name of the Department was changed in 2005 following the restructuring of departments across the University. Currently, the Department has forty-three members of the teaching staff, three administrative staff and two technical staff. It is currently divided into seven sections Linguistics, Kiswahili, Arabic, German Studies, Chinese Studies, Communication, and Translation and Interpretation.

2. VISION, MISSION AND CORE VALUES

2.1 Vision

To be a department of outstanding performance in teaching, research and publications

2.2 Mission

To provide high-quality training in languages, linguistics, communication, translation and interpretation, based on up-to-date programmes and offered by scholars who are fully committed to their work

2.3 Core Values

- Transparency
- Meritocracy
- Team Spirit
- Professionalism
- Responsible corporate citizenship
- Quality services

- Respect for freedom of thought

3 SWOT ANALYSIS

3.1 Strengths

- Many sections in the Department
- Popular postgraduate programmes
- Well trained and experienced staff
- Competent course coordinators
- A competent postgraduate committee
- Competent administrative support staff
- Diverse partnerships
- Service courses to other faculties and schools
- A departmental journal

3.2 Weaknesses

- Inadequate staff establishment
- Too many part-time teaching staff
- Poor remuneration for part-time teaching staff
- Inadequate staff offices
- Inadequate IT equipment
- Insufficient IT knowledge by staff
- Declining student numbers in some of the Department's BA programmes
- Weak mentorship of students by the teaching staff
- Supervision of postgraduate research (esp. PhD) by not-experienced-enough staff
- Under-reporting of research and outreach activities
- Over-reliance on fees as a source of revenue

3.3 Opportunities

- Improved global standing of the Department
- Opportunities for financial support from outside the University
- International linkages
- Ability to attract high calibre staff
- Regional and global networking

3.4 Threats

- Conservative attitudes on the part of the teaching staff and the University management
- Delayed response from and follow-up by the University administration
- Low funding
- Vulnerability to social and political disturbance
- Attractive opportunities in other sectors
- Escalating cost of living
- Making student work supervision a requirement for promotion

4 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND EXPECTED OUTCOMES

4.1 Strategic issues

- 4.1.1** Teaching and learning
- 4.1.2** Research, consultancy and outreach services
- 4.1.3** Resources and governance
- 4.1.4** Competitiveness of the Department

4.2 Strategic Objectives

- 4.2.1** To produce quality and holistic graduates in language studies
- 4.2.2** To contribute to knowledge development through research and dissemination of research findings.
- 4.2.3** To contribute to the betterment and enlightenment of society
- 4.2.4** To manage the Department efficiently and effectively

4.2.5 To design market-oriented programmes

4.2.6 To increase the visibility of the department by creating new linkages and revitalizing existing ones

4.3 Strategic Issue 1: Teaching and learning

The Department of Linguistics and Languages takes teaching and learning as its core business. During the plan period, the Department will review its academic programmes for relevance in a fast-changing environment. It is necessary to re-orient the programmes in line with the competitive market, Kenya's vision 2030, its constitution and the Universities Act 2012. To further improve the quality of teaching, the Department will increase its support for the training, locally and internationally, of the teaching staff.

Objective 1: To produce quality and holistic graduates in language studies

Strategies

1. A periodical reviewing of existing academic programmes
2. Introducing new market-oriented programmes
3. Promoting the best practices in teaching linguistics, language skills, communication, literature, translation and interpretation

Expected Outcomes

1. Reviewed academic programmes
2. Introduction of new market-oriented programmes
3. Enhanced quality of teaching and student research supervision

4.4 Strategic Issue 2: Research, Consultancy and Outreach Service

One of the objectives and functions of the University of Nairobi is to participate in the discovery, dissemination and preservation of knowledge. Research, consultancy and outreach services are the key means for the Department to effectively engage in

this participation. Through research, the Department contributes to knowledge development. Consultancy plays an important role in national development. Outreach and extension services are part of the Department's commitment to sharing specialized knowledge and skills with the community at large.

Objective 2: To contribute to knowledge development through research and dissemination of research findings

Strategies

1. Providing a conducive environment for conducting research and disseminating its findings
2. Encouraging wide participation in academic forums and those on national development issues

Expected Outcomes

1. Increased research and a wider dissemination of research findings.
2. Enhanced participation in academic debates and national development issues deliberations

Objective 3: To contribute to the betterment and enlightenment of society

Note: For Strategies and Expected Outcomes, see those for Objective 1 above.

4.5 Strategic Issue 3: Resources and Governance

The Department needs adequate resources and physical facilities to be able to offer quality teaching. It also needs adequate funding to promote research and publications. In relation to governance, it needs to further strengthen its culture of democratic participation, delegation of responsibilities, flow of information and transparency.

Objective 4: To manage the Department efficiently and effectively

Strategies

1. Further strengthening of departmental management structures
2. Encouraging the spirit of democratic participation
3. Instituting mechanisms for recognition of outstanding performance
4. Supporting and maintaining a conducive work environment
5. Diversifying sources of revenue

Expected outcomes

1. Efficient and effective management structures
2. Enhanced democratic engagement
3. Recognition of outstanding performance
4. Effective utilization of the University's Management Information System
5. Higher income through research, consultancy and market-oriented programmes
6. Improved ranking in performance contracting

4.6 Strategic Issue 4: Competitiveness of the Department

The Department is one of the key academic units in the Faculty of Arts of the University of Nairobi. It currently offers a variety of courses across seven sections and has an experienced academic and support staff. Further, it is in the process of reviewing existing programmes and developing new ones with a view to increasing student enrolment.

Objective 5: To increase the visibility of the Department by creating and revitalizing linkages

Strategies

1. Creating new linkages and revitalizing existing ones
2. Increasing the visibility of the Department
3. Fostering a culture of academic excellence
4. Ensuring a conducive teaching and learning environment

5. Offering language skills assessment services
6. Offering short language skills courses

Expected outcomes

1. New and revitalized local and international linkages
2. Authentication of language skills
3. Improved ranking within the Faculty

4. PERFORMANCE PLAN

4.1 Strategic Issue 1: Teaching and Learning

Objective 1: To produce quality and holistic graduates in language studies

Strategies

1. A periodical reviewing of existing academic programmes
2. Introducing new market-oriented programmes
3. Promoting the best practices in teaching linguistics, language skills, communication, literature, translation and interpretation

Expected Outcome	Performance Indicator	Baseline	Target	Time Frame	Responsibility
Reviewed academic programmes	Number of academic programmes reviewed (BA, MA, PhD)	2	5	2013-2018	Curriculum committee
Introduction of new market-oriented programmes	Number of new programmes	2	4	2013-2018	Curriculum committee
Enhanced quality of teaching and supervision	Compliance with the stipulated teaching, supervision and examination processes	-	100%	2013-2018	HoD*, staff, students, and examination officer

*HoD = Head of Department

4.2 Strategic Issue 2: Research, Consultancy and Outreach Services

Objective 2: To contribute to knowledge development through research and dissemination of research findings

and

Objective 3: To contribute to the betterment and enlightenment of society

Strategies

1. Providing a conducive environment for conducting research and disseminating its findings
2. Encouraging participation in academic forums and those on national development issues.

Expected Outcome	Performance Indicator	Baseline	Target	Time Frame	Responsibility
Increased research and a wider dissemination of research findings	Number of research projects	2	5 per year	2013-2018	HoD, staff & students
	Number of academic publications	15	30	2013-2018	HoD, staff & students
	Number of academic papers presented	20	50 per year	2013-2018	HoD, staff & students
	Number of department-organized academic forums	5	10 per year	2013-2018	HoD, staff & students
	Periodicity of publication of the <i>University of Nairobi Journal of Language and Linguistics</i>	1 issue per year	1 issue per year	2013-2018	Editorial team
Enhanced participation in academic debates and national development issues deliberations	Proportion of members of staff engaged in outreach and extension activities	25%	50%	2013-2018	HoD & staff

4.3 Strategic Issue 3: Resources and Governance

Objective: To manage the Department efficiency and effectively

Strategies

1. Further strengthening of departmental management structures
2. Encouraging the spirit of democratic participation
3. Instituting mechanisms for the recognition of outstanding performance
4. Supporting and maintaining a conducive work environment
5. Diversifying and increasing sources of revenue

Expected Outcome	Performance Indicator	Baseline	Target	Time Frame	Responsibility
Efficient and effective management structures	Compliance with the ISO 9001:2008 standard	100%	100%	2013-2018	HoD, staff & students
	Compliance with the University's policies and procedures	100%	100%	2013-2018	HoD, staff & students
	Good lines of communication	75%	90%	2013-2018	HoD, staff & students
Enhanced democratic engagement	Open and constructive debates during meetings	-	Continuous	2013-2018	HoD, web champion & staff
Effective utilization of the University's Management Information System	A comprehensive, up-to-date and department-based database	-	Continuous	2013-2018	HoD, staff & students
Higher income through research, consultancy and market-oriented programmes	Income generated by the Department through research, consultancy and market-oriented programmes	Ksh 2 million	Ksh 3.5 million per year	2013-2018	HoD, staff & students
Recognition of outstanding performance	Criteria for recognizing outstanding performance	-	Immediate and continuous	2013-2018	HoD, staff & students
	Roll of honour for outstanding performance	-	Yearly	2013-2018	HoD, staff & students

4.4 Strategic Issue 4: Competitiveness of the Department

Objective: To increase the visibility of the Department by creating and revitalizing linkages

Strategies

1. Creating new linkages and revitalizing existing ones
2. Increasing the visibility of the Department
3. Fostering a culture of academic excellence
4. Ensuring a conducive teaching and learning environment
5. Offering language skills assessment services
6. Offering short language skills courses

Expected Outcome	Performance Indicator	Baseline	Target	Time Frame	Responsibility
New and revitalized local and international linkages	Number of local contractual linkages	-	1 per year	2013-2018	HoD & staff
	Number of international contractual linkages	6	10	2013-2018	HoD & staff
	Number of incoming international students	10	20 per year	2013-2018	HoD & staff
	Number of outgoing international students	10	15 per year	2013-2018	HoD & staff
	Number of visiting scholars	1	3	2013-2018	HoD & staff
Improved ranking within the Faculty	Higher performance contract within the Faculty	No. 3	No. 1	2013-2018	HoD & staff
Authentic-ation of language skills	Number of candidates assessed	-	Imme-diate	2013-2018	HoD & staff

This Strategic Plan was developed by:

1. Prof. John Habwe, Chairman
2. Dr Maloba Wekesa
3. Dr Jane Oduor
4. Dr Lillian Kaviti
5. Dr Catherine Agoya
6. Dr Helga Schroeder
7. Dr Alfred Buregeya