



UNIVERSITY OF NAIROBI

COLLEGE OF HEALTH SCIENCES

SCHOOL OF DENTAL SCIENCES

**DEPARTMENT OF PERIODONTOLOGY/ COMMUNITY AND
PREVENTIVE DENTISTRY**

STRATEGIC PLAN

2013-2018

FOREWORD

The department of Periodontology/ Community and preventive dentistry is one of the four departments that constitute the School of Dental Sciences. It houses two divisions namely: division of Periodontology and Periodontics and the division of Community and Preventive Dentistry. During the period 2008-2013, the department performed well guided by the strategic plan that covered the same period.

The need to review the departments' Strategic Plan was informed by national and global changes that have occurred since the beginning of the plan period, 2008. The emerging policies, challenges and critical institutional and environmental changes, including those internal and external to the department, the School of dental sciences, the College of Health Sciences and the University of Nairobi as a whole needed to be accommodated. Highly notable is the publication of the new long-term country's development blueprint, the Kenya vision 2030, covering the period 2008 to 2030, as well as the enactment of the new constitution of Kenya, 2010. This strategic plan also responds to the global issues which either directly or indirectly affect the department. Inevitably, the strategic plan had to be aligned with these changes.

This Strategic Plan 2013 – 2018 summarises the department's priorities and sets out a series of activities that the department proposes to implement during the next five years to realise our full potential. Through the implementation of the new strategic plan, the department will fulfill its mandate of training professionals to manage periodontal diseases as well as control and prevent dental diseases for the individual and the community at large.

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TABLE OF CONTENTS

FOREWORD	2
Table of Contents	3
ACRONYMS AND ABBREVIATIONS	5
EXECUTIVE SUMMARY	6
1.0 INTRODUCTION	7
1.1 Historical Background	7
1.1.1 Inception	7
1.1.2 Introduction of new Courses	7
1.1.3 Projected Growth of the School	8
1.2 Contribution of the School	8
1.3 Challenges Facing the School.....	9
2.0 MISSION, VISION AND CORE VALUES	11
2.1 Philosophical framework.....	11
2.2 Mandate of the School	11
2.3 Vision	11
2.4. Mission	12
2.5 Core Values	12
2.6 Guiding Principles	12
3.0 STRATEGIC ANALYSIS.....	14
3.2 SWOT Analysis.....	15
3.2.1 Strengths:	15
3.2.2 Weaknesses:	17
3.2.3 Opportunities:.....	19
3.2.4 Threats:	21
4.0 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND OUTCOMES	23
4.1 Strategic Issues	23
4.2 Strategic Issue 2: Resources, Facilities and Infrastructure.....	24
4.3 Strategic Issue 3: Teaching and Learning	25
4.4 Strategic Issue 4: Research, Innovation and Technology	26

4.5	Strategic Issue 5: Competitiveness and Image of the School.....	27
4.6	Strategic Issue 6: Collaborations and Partnerships	28
5.	IMPLEMENTATION MONITORING AND EVALUATION FRAMEWORK	29
5.1	Financing the Strategic Plan	29
5.2	Institutionalising the Strategic Plan	30
5.3	Monitoring and evaluation	30
	ANNEXES.....	32
	Annex 1: Implementation plan.....	32
6.	IMPLEMENTATION MATRIX	33
	Issue 1: Governance, Leadership and Culture.	33
	Issue 2: Resources, facilities and infrastructure.....	34
	Issue 3: Teaching and learning	36
	Issue 4: Research innovation and technology.....	40
	Issue 5: Competitiveness and image of the College.....	42
	Issue 6: Collaborations and partnerships	44
	Annex II: Documents reviewed in preparation of this Strategic Plan.....	46

ACRONYMS AND ABBREVIATIONS

ICT	Information and Communication Technology
SDS	School of Dental Sciences
UNITID	University of Nairobi Institute of Tropical and Infections Diseases
BDS	Bachelor of Dental Surgery
MDS	Master of Dental Surgery
IGA	Income Generating Activities
PhD	Doctor of Philosophy
SWOT	Strengths, Weaknesses, Opportunities and Threats
KNH	Kenyatta National Hospital
MD	Doctor of Medicine
IT	Information Technology
CoD	Chairman of Department
No.	Number
DVC (A&F)	Deputy Vice-Chancellor (Administration & Finance)
FTSE	Full Time Staff Equivalent
MoU	Memorandum of Understanding
CMB	College Management Board
UMB	University Management Board
SMB	School Management Board
NOHS	National Oral Health Survey
MDG	Millenium Development Goals
PC	Performance Contract
SP	Strategic Plan
COD	Chair of Department
UNITID	University of Nairobi Institute of Tropical and Infectious Diseases
NMDG	United Nations Millenium Development Goals
IQA	Institutional Quality Audit

EXECUTIVE SUMMARY

The department of Periodontology, Community and Preventive Dentistry as an implementation unit of the University of Nairobi policies is committed to fully participate in the realization of the University's vision of being a world class university of scholarly excellence. As such the department has formulated this strategy to be implemented in a five year period guided by strategic plan which resonates well with strategic direction the University wishes to take in the next five years. Further, this strategy is in tandem with the national agenda for development i.e the Vision 2030.

The plan was formulated around the following six strategic areas which the University of Nairobi is keen to address. These issues are:

1. Governance, Leadership and culture
2. Resources, facilities and Infrastructure
3. Teaching and Learning
4. Research, Innovation and Technology
5. Competitiveness and image of the university
6. Collaborations and Partnerships

To competently address the aforementioned strategic issues the department has its own vision, mission and the following corresponding strategic objectives, that is:

1. To prudently and efficiently manage the department
2. To increase and strengthen the department's resource base
3. To improve teaching and training of the students
4. To add value to the society by creation, storing, dissemination and application of knowledge
5. To improve on the competitive advantage and image of the department
6. To seek more development partners and collaborators

As explained in the implementation plan, each strategic objective has got an expected output/outcome. The plan further provides indicators which will be used to track down changes by way of monitoring and evaluating the achievements throughout the implementation period. The department will use the current university performance contracting return mechanisms to monitor and evaluate progress/achievements.

While the head of the department shall remain the responsible person, all the members of the department shall fully participate in the implementation of the plan for the department to realize its objectives, mission and subsequent vision.

1.0 INTRODUCTION

This Strategic Plan covers the period 2013 to 2018.

It has 5 major sections namely, the executive summary, introduction (which includes the Vision, Mission and Core Values), Strategic analysis, Strategic issues and strategies ending with implementation plans. This Strategic Plan has been formulated in conformity with the strategic direction of the University of Nairobi.

1.1 Historical Background

1.1.1 Inception

The Department of Periodontology, Community and Preventive Dentistry is one of the four Departments that constitute the School of Dental Sciences (SDS).

The Faculty of Dental Sciences started as a Department of Dental Surgery in 1974 then under the Faculty of Medicine. The Faculty of Dental Sciences was in 2006 elevated to the School of Dental Sciences.

To ease its administration, four departments were then established namely;

1. Oral/Maxillofacial Surgery, Oral Medicine/Pathology, Oral and Maxillofacial Radiology.
2. Conservative and Prosthetic Dentistry
3. Paediatric Dentistry and Orthodontics
4. Periodontology, Community and Preventive Dentistry.

1.1.2 Introduction of new Courses

To respond to the increasing demand for specialists, the department planned and started the MDS course in Periodontology and Periodontics in 2007. This course aims at training specialists in the field of Periodontology, with special emphasis given to implantology. Graduates from MDS Periodontology are expected to acquire skills to effectively manage complex cases of patients with periodontal disease especially those requiring periodontal surgery and implant dentistry.

1.1.3 Projected Growth of the Department

In the period of this strategic plan, the department is expected to experience some expansion in its two key sections which may become thematic areas recognizable by the University namely;

- Community and Preventive Dentistry
- Periodontology and Periodontics

It is envisaged that with the rapid developments taking place in the field of implantology, the Department of periodontology and implant dentistry may soon house a thematic area of Implantology.

1.2 Contribution of the Department

Through its community dentistry outreach programmes, the department has led the way in efforts to alleviate suffering, reduce the burden of oral diseases and improve oral health by providing free curative, preventive and promotive dental services to the needy members of the public who have little or no access to oral health care facilities particularly in remote areas of the country. Staff from the department have often been called upon to participate in formulation of national health policies. For example, the formulation of the Ministry of Health National Oral Health Policy and Strategic Plan for the year 2002 to 2012 in which the departmental staff members played a key role in its formulation and subsequent implementation. An ongoing deliberation to conduct a National Oral Health Survey is also led by some of the departmental staff.

In the area of research, the department has conducted research in a wide range of disciplines and provided answers to many previously unanswered questions in areas such as fluorides and fluorosis, malocclusion and child dental health, epidemiology and prevention of oral diseases, oral cancer and pre-cancer, oral and maxillofacial traumatology, head and neck oncology as well as socio-cultural influence on oral health.

In recent years the department has taken the role of training dental specialists not only to meet national needs but also to assist members of African countries to meet their needs.

1.3 Challenges Facing the Department

The following are the challenges that the Department is facing:-

- i. The current clinical teaching facilities pose a real challenge in that the dental chairs in use are obsolete and maintaining them is a daunting task. Spare parts are not available and repairing the units is uneconomical. Subsequently, the operational dental chairs available for use are not adequate for the number of students admitted. The physical space allowed for each clinic is inadequate and patient privacy cannot be observed because of the design of the building.
- ii. The lecture theatres are few, small in size and poorly equipped with broken down fittings such as the podium. Accommodating all the students at any one time is not possible. Audio-visual teaching implements like LCD projectors, computers/laptops etc are few thus making teaching and administration difficult. Tutorial rooms are not available thus seminar sessions with postgraduate students are very difficult to conduct.
- iii. The laboratory facilities are inadequate in all ways. The phantom head laboratory is poorly equipped and shared between departments making teaching difficult. The pathology and oral medicine laboratory is inadequate in terms of space, equipment and infrastructure - a new, modern laboratory is required.
- iv. Heavy teaching load which has been compounded by the transfer of common undergraduate courses to the department. The establishment of postgraduate programmes, was not taken into account during the computation of Full Time Staff/student Equivalence (FTSE).
- v. Inadequate funding for research activities and a long academic calendar leaving little time for research.
- vi. Community out-reach programmes are difficult to organize because of lack of reliable transport and mobile dental facilities.
- vii. Lack of space for staff offices and administration.
- viii. Cumbersome procurement procedures which are not responsive to specialized material requirements

- ix. Inadequate funding leading to unavailability of clinical, laboratory and other materials thus disrupting the smooth learning, teaching and clinical service.

2.0 MISSION, VISION AND CORE VALUES

2.1 Philosophical Framework

The department will endeavour to meet international standards, value customer care services and join the rest of the school and entire university community in meeting the global and national challenges including those introduced by the enactment of the new constitution and the development proposed by vision 2030.

2.2 Mandate of the Department

The role of the department is to train dental professionals to internationally acceptable students as well as conduct research to enhance oral health practice.

Through the training programme, the department provides oral health services to patients and to the larger community through its outreach programme. The mandate of the department also includes conducting research which also aids in the improvement of training and community service. Therefore, the mandate of the department is:

To train both the undergraduate and postgraduate students to internationally recognized standards in the fields of periodontology, community and preventive dentistry

2.3 Vision

A centre of excellence committed to teaching, research and quality oral health care delivery.

2.4. Mission

To train and provide quality dental education in the fields of periodontology, community and preventive dentistry.

2.5 Core Values

To realise its vision and mission, the department shall nurture certain shared values derived from the virtues and moral standards of the Kenyan and the wider society. The following core values shall guide the department:

- i. **Innovativeness and creativity.** Innovativeness and creativity shall be the hallmarks of the departments' activities as it initiates and adapt to change.
- ii. **Integrity.** The department embraces and practices good corporate governance. In this regard, the department shall ensure that all processes and procedures are carried out with efficiency, effectiveness and are morally sound and ethical. The departments' decision-making processes shall be participatory, consultative and reflects meritocracy, openness and transparency.
- iii. **Team spirit and teamwork.** The department shall foster a work environment characterised by team spirit and teamwork.
- iv. **Professionalism and ethics.** In all its actions and interactions, the department shall maintain ethical behaviour, professional etiquette, and honesty.
- v. **Quality customer service.** The department shall provide quality services for all round satisfaction, always striving to improve for the betterment of its customers.

2.6 Guiding Principles

The key guiding principles of the department are:

- i. Connecting to and inspiring the Kenyan society to pursue good health practices with pace, passion, professionalism and patriotism.

- ii. Providing leadership and stewardship in Kenya's pursuit of health for all.
- iii. Loyalty and Commitment to excellence. This requires that the department distinguishes itself from other players in this sector. The members of staff shall act with speed aiming to do things right the first time, cherish the intrinsic value of the work they do and remain loyal to the institution and the professional calling.
- iv. Engaging stakeholders in order to deliver responsive services.
- v. Evidence based practice
- vi. National cohesion and inclusiveness.

3.0 STRATEGIC ANALYSIS

3.1 Evaluation of past performance

Due to the growing demand for oral health professionals, the department has experienced an increase in the numbers of students being trained. Following the introduction of self-sponsored students in 1998, the undergraduate numbers increased from an average of 18 to an average class size of 36 students.

The major sources of funds for the department have been tuition fees and income generation. Continued success of the department depends on its ability to adopt innovative teaching methods attract and efficiently utilize financial resources. Methods of enhancing Income generating capacity will be explored during the period 2013-2018.

Information and Communications Technology (ICT) is one of the prime movers of performance improvement within the department. The department has already mounted three course modules to be taught using the e-learning platform. There is however a need to improve on internet accessibility through increased bandwidth, internet terminals and the ratio of computers to staff and students.

3.1.1 Recent Developments

To accommodate rising student numbers, the department has participated through the School of Dental Sciences arrangement of utilisation of satellite teaching facilities to provide additional clinical experience and adjunct faculty enabling students to have more hands-on experience. Current participating sites are Kisii, Karatina, Mbagathi, Litein, Mama Lucy District Hospital and Kitui District Hospitals. Others are Coast and Garissa Provincial General Hospitals.

Table 1: Undergraduate and graduate enrolment for students in the Department for the period 2008 – 2012 of the strategic plan.

	2008-2009	2009-2010	2010-2011	2011-2012	2012/2013
Module I	30	35	32	39	59
Module II	28	32	33	38	32
Masters	1	2	4	4	6
PhD	-	1	1	1	2
TOTAL	59	70	70	82	99

3.2 SWOT Analysis

After a careful evaluation of the internal and external environment through SWOT analysis, the School of Dental Sciences has identified the various factors that would promote or hinder efforts to achieve the stated vision and mission.

3.2.1 Strengths

i. Strategic location in Nairobi

The department is strategically located within the Capital City of Kenya, Nairobi about two kilometers from Nairobi's Central Business District thus allows for easy access by staff, students and patients.

ii. An established and widely recognized institution

The School of Dental Sciences is the premier institution of its kind in the East and Central African region. The department has numerous alumni in strategic positions nationally and internationally and has a reputation as one of the leading oral health training centres in Africa. The Department trains both undergraduate and postgraduate students for the region.

iii. A pool of expertise in periodontology, public health and technical support

Qualified and competent academic and technical staff who comprise of three Associate Professor, one Senior lecturer, three lecturers and two tutorial fellows, technical, nursing staff and a senior computer technician.

iv. Quality undergraduate and specialized academic programmes

The Department contributes in the training of a widely recognized Bachelor of Dental Surgery degree of the University of Nairobi. The MDS Periodontology has earned great praise from academic leaders in the field within the region.

v. Quality and established research structures

The Department engages in relevant clinical, experimental and epidemiological oral health research with potential for further expansion and attraction of funding.

vi. Intellectually stimulating environment

The School admits the best performing students for the undergraduate and postgraduate programmes. This cadre of students stimulates a healthy intellectual and competitive culture within the School.

vii. Established innovative training methods

The Department has physical facilities for teaching and research with the possibility for expansion. The Department was in the lead in mounting courses for e-learning mode of delivery.

viii. Local and international linkages and collaborations

The School of Dental Sciences has a collaborative partnership with the KNH which acts as a teaching and research facility. There are numerous professional linkages including those with local industry, other universities and research institutions.

ix. Capacity for consultancy and community service

The Department has several specialists in the fields of Periodontology and public health who can participate in consultancies in their fields within the region. The surrounding communities from the environs benefit from the services offered at the Department. The contribution of the Department in outreach programs is well recognized national wide.

x. **Access to ICT resources**

The computer infrastructure network coverage within the Department has increased remarkably over the last five years. The PC to user ratios for senior administrative staff, academic staff and students has also improved. The improved ICT facilities have enhanced access to information and accelerated global communication. In addition, this has also improved teaching and learning, including e-learning in the Department.

3.2.2 Weaknesses

i. **Low staff motivation**

The University pay packages are currently strictly structured according to grades for the entire University without consideration of the job market. The reality, however, is that academic disciplines from the Department often command higher remuneration in the open market for their services. The inability of the University to respond to this discrepancy undermines the Department's ability to attract and retain highly qualified professionals. This has led to low staff motivation and eroded the sense of belonging.

ii. **Budgetary Constraints**

Over the years, the Department has operated on a constrained budget. This arises from inadequate financial resources allocated to the Department. Where funds have been generated within the Department, a substantial amount has been put to other University uses as the Department lacks the administrative and financial autonomy in this regard. This situation complicates financial management of the Department and impairs the achievement of the desired objectives.

iii. **Low enrollment of PhD/MD degrees**

The Department has low enrolment in the postgraduate level due to constraints of space and teaching facilities. Graduate studies enrolment at doctoral level is still low. Inadequate financial support for postgraduate programmes has also contributed to the low output.

iv. Over Stretched resources and Facilities

The teaching, learning and research facilities and the teaching staff in the various units are currently over stretched. Some of the physical facilities are dilapidated. The equipment available is inadequate and in some instances, old and obsolete. The library facilities have slightly improved in the last two year but are still inadequate for the increased population of users. In addition, the ICT infrastructure, although improved, needs to be enhanced to cover the needs of the Department.

v. Bureaucratic Procurement Procedures

The current procurement procedures have proved to be bureaucratic and tedious resulting in massive delays in meeting set targets and deadlines. This greatly impairs efficiency and undermines collaborative endeavours.

vi. Lack of clear staff development strategies

Poor implementation of staff development policies has hindered staff progression within the Department. This has often resulted in frustrations and demotivation of staff.

vii. low publicity

The School of Dental Sciences does not have a public relations support system. Hence, it is unable to create a consolidated, consistent and efficient front in upgrading its contemporary corporate and social image. This disadvantages the Department in the competitive global environment.

viii. Inadequate collaboration with peer academic institutions

Although there is some collaboration with other peer academic institutions in the area of research and related activities, but it is inadequate and needs enhancement.

ix. Insufficient Government funding

Funding of Department activities is derived from Government and University capitation, tuition fees, grants, income generating activities and donations. The Government has directed that State Corporations must now embrace modern business management

practices. To this end Government funding has reduced thereby, forcing the Department to look for other revenue streams.

x. Inadequate research funding

Inadequate research funding from government sources limits sustained research activities within the Department. Most of the staff in the Department have to rely on external funding to initiate and expedite viable projects. The uncertainty on the availability of such funding makes planning difficult and discouraging.

xi. Inadequate Student Accommodation

The College has inadequate secure accommodation to cater for the increasing numbers of students. This may discourage prospective especially international postgraduate students.

3.2.3 Opportunities

i. Potential for income generation

The department has the potential to increase income by offering short courses and continuous dental education. Numerous income-generating activities including patient consultancy services are already in place, which generates considerable revenue for the Department.

ii. Industry Collaboration and Linkages

There is accelerated growth in technological advances which have transformed the way the health industry and the way it delivers on its mandate. Nevertheless, there are many challenges that face industry that can be addressed by forging partnership with the Department. Similarly, the Department also faces challenges which can be addressed through collaboration with industry in areas such as attachments, internships, research funding, scholarships and employment opportunities.

iii. Growing demand for Dental Education

The demand for higher education from qualified high school graduates has been on the increase. The same applies to postgraduate training. The School of Dental Sciences has been the premier institution offering high quality training in the healthcare professions and is competitively priced in comparison with similar institutions abroad. The School should seize this opportunity to enhance student enrollment by investing in physical infrastructural expansion while the Department will increase staff to cope with the increased numbers.

iv. Growing demand for consultancy

The Department has a great concentration of expertise and knowledge in periodontology and public health that can be gainfully utilized through consultancy and innovation. There are now increased consultancy opportunities arising from the Millennium Development Goals, Vision 2030, Kenya Constitution 2010 and regional developments as pertains to oral health care.

v. Access to new technology

The rapid and continuing growth and development of information technology (IT), has had a major impact in the country. The existing ICT infrastructure of the School of Dental Sciences provides great opportunities to improve the quality, effectiveness and the flexibility of teaching, training and research activities. In addition, the Departments' Global visibility can be enhanced and more income generated through web based activities.

vi. Rapid technological advances

The contemporary technological advances have transformed the way people live and work. The Department should embrace more of these changes in order to enhance the quality of academic programmes and the competitiveness of its graduates in the job market.

vii. Potential for income generation

The specialties within the Department have great potential to generate income through sale of their services and therefore support existing income generating activities.

viii. Implementation of the Kenya Constitution 2010

To implement the new constitution, the devolved county governments shall require highly skilled human resources to manage their various functions. This creates the need for increased capacity building, which the Department can provide.

ix. Implementation of Vision 2030

Vision 2030, which is the blueprint for national development, envisages quality health care through many avenues including increased private public partnerships. The Department through its graduate output from its undergraduate and postgraduate programmes are able to meet the demands of Vision 2030.

3.2.4 Threats

i. Competition from other institutions

Existing and emerging institutions offering training in health sciences compete with the School of Dental sciences for undergraduate students. These institutions may offer attractive employment terms which may cause staff to leave the Department.

ii. Escalating cost of education

The high cost of healthcare education prevents potential students from joining the School of Dental Sciences because of the general poverty in the country. Inadequate government support and diminished external funding has compounded this situation thereby denying deserving students an opportunity to pursue dental education.

iii. Local and global terrorism

Groupings which are hellbent to cause anarchy in the country are a major threat to peaceful co-existence. This threat spills over to institutions of higher learning.

- iv. **Negative Social Lifestyle**
Negative social lifestyle such as abuse of alcohol and other drugs have significantly threatened oral health practice as it contributes to drop-outs of students from this School as well as lack of interest and contribution to the studies.

- v. **Frequent strikes and industrial unrest**
Frequent strikes and industrial unrest within the Institution have negatively impacted on the academic standards within the thereby threatening oral health courses offered by the Department as students tend to give preference to other Institutions that exhibit less of this threat.

- vi. **Poverty and Inequality**
The widening gap between the poor and the rich immensely contribute as threat to oral health courses provided by the Department as the available but limited enrollment opportunities get overstretched by the demands of both regular and module II studies, hence denying many students the opportunity to pursue dentistry as a career with the Department.

- vii. **Job security and conditions of service**
Job security and competitive pay is an important factor in attracting and retaining quality staff in any Institution. Lack of job security and associated benefits as well as lack of a Scheme of Service for some staff makes working in the Department less attractive.

- viii. **Inadequate funding for income generating projects**
Inadequate capital funding from the central administration limits the number and capacity of income generating projects. This puts the Department at a disadvantage in competing with other stakeholders in the exploitation of the market.

4.0 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND OUTCOMES

4.1 Strategic Issues

Strategic issues are the key challenges facing an organisation that need to be addressed if the organisation is to improve its performance and realize its mandate. Inadequate attention to these issues will adversely affect the performance of the organisation. Strategic issues are therefore the focal points of the strategic planning process. After a comprehensive strategic analysis of the department and interrogation of feedback from key stakeholders, six strategic issues have been identified for action:

- i. Governance, Leadership and Culture
- ii. Resources, Facilities and Infrastructure
- iii. Teaching and Learning
- iv. Research, Innovation and Technology
- v. Competitiveness and Image of the School of Dental Sciences
- vi. Collaboration and Partnerships

The objectives and corresponding strategies were formulated for the listed strategic issues.

4.2 Strategic Issue 1: Governance, Leadership and Culture

Government circulars provide the basic legal framework upon which the University and by extension the College, School and departments are governed and managed. Upon the promulgation of the Kenya Constitution, 2010 and the subsequent review of various legislations, the legal landscape upon which the Department operates dramatically changed. As the Department charts its strategic way forward, it is imperative that it repositions itself to fully comply with the new demands while taking advantage of the new opportunities in its operating environment. It is crucial that the structures and processes relating to governance and management be addressed, for the Department to set itself for maximum competitiveness and

growth. Best practices and the evolving national philosophies will therefore greatly inform the way the Department will be governed.

The prevalent culture of staff and students largely determines perceptions about the Department in the larger society. Loyalty, commitment and ownership of the institutions are key to long term survival and success. Nurturing these attributes will deliver the right professionals into community service. The Department has an established mentorship program for students and staff for their formation and advancement. This will be strengthened in the strategic plan period.

Strategies

- i. Review administrative structures and systems
- ii. Create a culture of ownership and effective strategy and policy execution
- iii. Create mechanisms for entrenching the core values of the School among staff and students
- iv. Enhance leadership and management capacity at all levels

The expected outcomes are:

- i. Improved efficiency and effectiveness
- ii. Effective monitoring and evaluation
- iii. Enhanced commitment and loyalty to the Department.

4.3 Strategic Issue 2: Infrastructure and Human Resource

The ability of the Department to achieve its mandate, vision, and mission will depend on the resources available and the efficiency of their deployment. These resources include finances, human capital, physical assets and the total support infrastructure. Physical facilities and infrastructure will require major investment for upgrading and expansion. Staff remuneration and welfare will need to be given special attention. Failure to pay adequate attention to the resource challenges will lead to sub-optimal performance.

Strategies

- i. Increase the Departments revenue
- ii. Improve and upgrade physical facilities and infrastructure

- iii. Entrench the use of ICT in the Department's academic and administrative functions
- iv. Improve staff motivation and productivity

The expected outcomes are:

- i. Increased and sustainable financial performance,
- ii. Increased and improved quality of physical infrastructure,
- iii. Effective use of ICT in teaching, research, and administration, and
- iv. Productive and motivated workforce.

4.4 Strategic Issue 3: Teaching and Learning

The Department is highly endowed with human capital and competitive academic programmes. The department therefore must play a leading role in the generation and dissemination of knowledge in order to meet the national health and developmental challenges of the 21st Century and beyond. The department must compete favourably in spite of the challenges of globalisation. Teaching and learning is the core business of the Department, School of Dental Sciences, the College and the University at large. If there is no excellence in this area, there will be no guarantee for survival and success in a highly competitive environment. Given the positioning of the department, it must play the expected pivotal role in national development by equipping learners with relevant knowledge, skills and value systems while at the same time providing the mentoring role for the emerging peer institutions.

Student welfare, and support services, on their part constitute a critical component in delivering and continually enhancing excellence in teaching and learning. Good facilities, amenities and living conditions are essential in enhancing the production of quality and holistic graduates. The quality graduate will be delivered in totality based on the academic curricula and well defined co-curricular to produce useful citizens who contribute to the overall welfare of the society.

Strategies

- i. Review and reengineer academic delivery processes for improved effectiveness and efficiency
- ii. Deliver diversified, innovative, quality and relevant academic programmes aligned to Vision 2030
- iii. Enhance the growth of graduate and clinical specialty programmes
- iv. Mainstream co-curricular activities into student academic life and provide quality students welfare services

The expected outcomes are:

- i. Enhanced quality of academic programmes
- ii. Increased alignment of programmes to Vision 2030
- iii. Increased access to academic programmes
- iv. Growth in postgraduate enrolment
- v. Improved holistic and quality graduates

4.5 Strategic Issue 4: Research, Innovation and Technology

Research, innovation and technology transfer are key strategic issues the department must address to remain relevant in its pursuit of extending the frontiers of knowledge development and application. They enable the department to contribute towards the dynamic social needs that are the hallmark of civilization, development and improvement of human life. More attention by the department to this strategic issue will result in an upturn in its contribution to sustainable national development.

Research, innovation and technology transfer have great potential for wealth creation and contribution to sustainable national development. If this potential is not exploited, the university will continue to lose out on the national agenda and the aspirations of Vision 2030.

Strategies:

- i. Enhance the capacity of researchers to develop winning proposals
- ii. Improve research infrastructure and grants management systems
- iii. Enhance dissemination of research outputs to society
- v. Partner with industry for joint research and commercialization of technological innovations

The expected outcomes are:

- i. Enhanced research output,
- ii. Enhanced grants and collaboration,
- iii. Improved efficiency in grants management, and
- iv. Increased innovations and impact of research output.

4.6 Strategic Issue 5: Competitiveness and Image of the Department

The Department needs to create a strong positive image in the minds of the past, current and potential students as well as all stakeholders. This can be achieved by answering key questions as to what the department stands for, particularly in the present competitive, innovative and dynamic world. What is the department brand? How can the department further improve its image? What is the School culture that can be marketed and extended as a product when these students become alumni? These are issues that have to be addressed to improve the department and by extension the University's image and competitiveness.

Strategies

- i. Enhance the department's image
- ii. Entrench internationalisation of the department
- iii. Improve the departmental Performance Contracting outcomes

The expected outcomes are:

- i. Increased visibility of the department.
- ii. Consistent positive corporate image.

- iii. Improved outcomes in the department's Performance Contracting

4.7 Strategic Issue 6: Collaborations and Partnerships

In this age of globalisation, the trend is for institutions to foster networks, partnerships and linkages to enhance their competitiveness. The department occupies a position of great advantage that can be utilised in fostering mutual linkages and partnerships with peer institutions and industry. Whereas the department has a number of existing linkages, more value-adding networks, partnerships and linkages need to be established at the national, regional and international levels if the Department is to reposition itself in the global arena as a viable and vibrant institution of higher learning.

Synergy-building relationships with various key stakeholders are critical to the overall success of the department. It is important that the department positions itself in such a manner that mutual benefits of all the parties are best achieved. Given the nature and scope of business of the department, the various categories of relevant stakeholders that the department comes into contact with are enormous. The key stakeholders that have been identified include the private sector, governmental agencies, the alumni, peer institutions, and the neighbourhood of the School of Dental Sciences. It has emerged that the various stakeholders are positively predisposed to work on joint agenda with the department.

Strategies

- i. Exploit the potential of support from the department's alumni
- ii. Improve collaboration and engagement with neighbours
- iii. Enhance partnerships and collaborations with public and private sectors, locally and internationally

The expected outcomes are:

- i. Improved quality of research and academic programmes,
- ii. Increased non-academic funding, and
- iii. Cordial relationships with stakeholders.

5. IMPLEMENTATION MONITORING AND EVALUATION FRAMEWORK

This section reviews the structures for the implementation, funding of the Strategic Plan and monitoring and evaluation of its implementation process.

5.1 Financing the Strategic Plan

The department relies on resources allocated to it to offer teaching. This allocation is derived from the revenue collected from tuition fees by enrolled students. Income generated from clinical services offered within the department is also utilized to support the teaching services.

Departmental monthly Allocation from the University

Teaching and office expenses Ksh. 66,185.85

Travelling and transport Ksh 11,734.87

Furniture and equipment Ksh 18,042.34

Monthly Total = Ksh 95,963.06; Annual allocation= **Ksh.1,151,556.72**

The balance of the budget is financed through funds generated within the department through charges for clinical services rendered to the public.

5.2.2 Expenditure

The Department will be aligned to specific requirements of this Strategic Plan and performance contracts to ensure that financial resources are used to drive designated strategic development and growth of in accordance with projected expenditure (Table 3).

Table 3. Projected Expenditure for the period 2011/12 to 2017/18

Sources of expenditure	Actual	Projected Expenditure (KES. Millions)					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Operational & Maintenance	1.0	1.95	2.0	2.05	2.1	2.15	2.15
Teaching Expenses	1.1	1.2	1.2	1.3	1.3	1.4	1.4
<i>Total</i>	2.1	3.15	3.2	3.35	3.4	3.55	3.55

NB: Assumed it will grow by 5% percent every year

Source: Departmental Accounts and procurement plans

A prudent financial management framework shall be put into place to give a positive difference between revenue and expenditure rates. The surplus realised shall be deployed in strategic development projects to spur further growth envisioned in this Strategic Plan.

5.2 Institutionalising the Strategic Plan

Successful implementation of this Strategic Plan requires the proposed strategies are institutionalised. They have to be congruent with the internal functions of the Department. Key amongst these are the structures and systems (processes). Any inconsistencies identified have to be addressed by reviewing the structure, systems and strategies.

5.3 Monitoring and evaluation

5.3.1 Introduction

Monitoring and evaluation is a key tool in the implementation of a Strategic Plan. It allows management to gauge at every stage and to institute corrective action in cases of negative deviation from the expected results. Thus monitoring and evaluation will be a critical component of the Strategic Plan. The framework for this important activity is presented below.

5.3.2 Monitoring and evaluation framework

The overall goal of monitoring and evaluation in the implementation of this Strategic Plan is to provide timely and quality information on performance to inform decision making. The framework shall comprise defined responsibilities, indicators, reporting mechanisms and collection and maintenance of performance data.

i. Monitoring responsibilities

The overall performance monitoring and evaluation shall be the responsibility of the COD and division heads. It is the responsibility of these managers and other heads of sections to monitor the performance of their areas of jurisdiction in the implementation of this Strategic Plan and recommend and take appropriate action.

ii. Indicators

The monitoring and evaluation shall be carried out by the Dean and COD's whose responsibilities shall include:

- a) Coordinating the development of the Departmental Strategic Plan
- b) Coordinating annual work plans
- c) Implement monitoring and evaluation instruments
- d) Receiving, analysing, summarizing and consolidating reports from lower units for onward transmission to the management as per specific timelines
- e) Carrying out annual, mid-term, end-term and ad-hoc evaluations and explaining any significant variations in performance to the management
- f) Coordinating and helping in drafting performance contracts for all levels and staff reporting on performance contract targets
- g) Coordinating performance evaluation
- h) Identifying and tracking performance benchmarks
- i) Coordinating ISO 9001:2008 activities

iii. Reporting mechanisms

The indicators, baselines, targets, timeframe, strategies and strategic objectives are in the implementation plan in Annex I of this Strategic Plan.

iv. Collection and maintenance of performance data

Performance data on each indicator shall be identified and collected on a continuous basis and maintained in a database.

ANNEXES

Annex 1: Implementation plan

This section of the Strategic Plan document shall highlight the individual action matrices for the strategic objectives. As is commonly the cases under each strategic objective shall appear outcomes and individual considerations as follows;

- **Expected outcomes**

This defines the expected result from each action. Outcomes must be SMART.

- **Performance indicators**

Indicators are those measurable parameters that can be used to assess if the strategic objective has been achieved within a specific strategic objective. Indicators are expressed as if an action is completed or not and extend of completion.

- **Baseline**

Assesses the current state of the particular performance indicator(s)

- **Targets**

These are indicators of the extent of fulfillment of the specific strategy. They are usually expressed in the form of time, percentage or a particular action completed.

- **Time frame**

Indicates the time frame within which a particular action requires to be completed.

- **Responsibilities**

These are the specific individuals responsible for specific actions. All associated activities will involve participation of staff.

6. IMPLEMENTATION MATRIX

Issue 1: Governance, Leadership and Culture.

Objective 1: To manage the Department efficiently

Strategies

- i. Review administrative structures and systems
- ii. Create a culture of ownership and effective strategy and policy execution
- iii. Create mechanisms for entrenching the core values of the Department among staff and students
- iv. Enhance leadership and management capacity at all levels

Expected Outcomes	Performance Indicators	Baseline	Targets	Timeframe	Responsibility
Improved efficiency and effectiveness	Level of compliance with service delivery charter	98%	100%	2013 - 2018	COD.
	% of assigned tasks completed on time	-	80%	2013 - 2018	
Effective monitoring and evaluation	Timely submission of SPA reports	6 months	3 months	2013 - 2018	COD
	Level of completeness of quarterly PC reports	80%	100%	2013 - 2018	

Expected Outcomes	Performance Indicators	Baseline	Targets	Timeframe	Responsibility
Enhanced commitment and loyalty to the Department	No. of times corporate values are communicated and explained to all staff per year	-	Quarterly	2013 - 2018	COD
	No. of times academic and administrative units hold team building sessions	-	1 per year	2013 - 2018	
	No. of social fora for staff organised per year	-	1	2013 - 2018	
	% of meetings attended by staff per year	-	75%	2013 - 2018	

Issue 2: infrastructure and human resource

Strategic Objective 2: To expand the departments' resource base and enhance productivity

Strategies

- i. Increase and sustain the Departments' revenue
- ii. Improve and upgrade the Department's physical facilities and infrastructure
- iii. Entrench the use of ICT in the Department's academic and administrative functions
- iv. Improve staff motivation and productivity

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Increased and sustainable financial performance	Increased face-to-face student enrolment	105	1% p.a.	2013-2018	COD
	% increase in academic revenue	10%	10%	2013-2018	COD
	% increase in non-academic revenue	9%	10% p.a.	2013-2018	
	% increase in research grants	57%	5% pa	2013-2018	
	Reviewed austerity, cost reduction and revenue enhancement plan	100%	100%	Dec. 2013	COD
	Cost reduction /savings	514,399	5% p.a.	2013-2018	
	% utilisation of allocated funds/year	100%	100%	2013-2018	
	% compliance with set budgetary levels	100%	100%	2013-2018	
	Master safety and security plan	-	100%	March 2014	
	Audit facilities to determine level of utilisation	-	100%	March 2014	
					COD

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Motivated and Productive workforce	Average staff performance appraisal index	63%	90%	2018	COD
	Employee satisfaction index	78%	80%	2018	
	% of senior academic and administrative staff retained in service	95%	97%	2013-2018	

Issue 3: Teaching and learning

Strategic objective 3: To improve teaching and training

Strategies;

- i. Review and reengineer academic delivery processes for improved effectiveness and efficiency
- ii. Deliver diversified, innovative, quality and relevant academic programmes aligned to Vision 2030
- iii. Enhance the growth of graduate and clinical specialty programmes

- iv. Mainstream co-curricular activities into student academic life and provide quality students welfare services

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Enhanced quality of academic programmes	% curricula reviewed as per policy	-	100%	2013-2018	COD and Heads of Division
	No. of new curricula developed and benchmarked	-	1	2013-2018	
	% of examinations externally examined	100%	100%	2013-2018	
	% of courses scoring above 70% in student evaluation	-	50%	2013-2018	
	% of teaching staff trained in pedagogical and androgogical skills	90%	100%	2013-2018	
Increased alignment of programmes to Vision 2030	No. of students enrolled in programmes within the Department	105	1% pa	2013-2018	COD and Heads of Divisions
	No. of flagship programmes	0	1	2013-2018	

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
	aligned to Vision 2030				
	No. of course units with teaching notes on the e-learning platform	4	20%p.a	2013-2018	
Increased access to academic programmes	No. of programmes in ODeL	0	2	2013/2018	COD and Heads and Divisions
	No. of students enrolled in ODeL	52	10% pa	2013-2018	
Growth of postgraduate students	No. of new Masters programmes	1	10% pa	2013-2018	COD and Heads of Divisions
	No. of new fellowship programmes	0	0	2013-2018	
	No. of new Doctoral programmes	1	1	2013-2018	
	No. of new Doctoral students enrolled	1	5% pa	2013-2018	
	No. of PhD. graduates per year	1	10% pa	2013-2018	
	No. of new Masters students enrolled	3	1% pa	2013-2018	

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
	No. of Masters graduates per year	2	5% pa	2013-2018	
	No. of post-doctoral students	-	1	2013-2018	
Improved quality of graduates	No. of programmes engaging guest lecturers	1	10% pa	2013-2018	COD and Heads of Divisions
	No. of students on industrial attachment as per requirement	0	5% pa	2013-2018	
	No. of students getting national, regional and international awards or recognition	1	10% pa	2013-2018	
Holistic graduates	% of students participating in sports and games	50%	60%	2013-2018	COD and Heads of Divisions
	% of students participating in professional associations and recognised social support groups	65%	85%	2013-2018	
	No. of students mentored on	-	5 pa	2013-2018	

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
	leadership, social, etc.				
	Mount an online common course in soft skills	0	1	2013-2014	
	Students satisfaction index	71.2%	77%	2013- 2018	

Issue 4: Research innovation and technology

Strategic objective 4: To contribute to the development of society through creation, storage, application and dissemination of knowledge

Strategies

- i. Enhance capacity of researchers to develop winning proposals
- ii. Improve research infrastructure and grants management system
- iii. Enhance dissemination of research outputs to society
- iv. Partner with industry for joint research and commercialisation of technological innovations

Expected outcomes	Performance indicators	Baseline	Targets	Timeframe	Responsibility
Enhanced research output	No of journal publications produced annually	16	10% growth pa	2013 - 2018	COD
	No of staff	3	10%	2013 - 2018	

	participating in conferences and other academic fora annually		growth pa		
	No of papers presented at conferences and other academic fora annually	3	10% growth pa	2013 - 2018	
Enhanced research grants and collaborations	No of successful grant applications per year	1	2 per year	2013 - 2018	COD
	No of funded research projects per year	1	20% pa	2013 - 2018	
	Total research grants portfolio	-	-	2018	
Improved efficiency in grants financial management	Reviewed and optimised approval processes	-	100%	2013 - 2018	COD
	No of public policy briefs produced from research and presented to policy makers per	-	1	2013 - 2018	

	year				
	Number of outreach activities annually resulting from research per year	2pa	3 pa	2013 - 2018	
	No of high technology SME's nurtured/created	-	-	2013 - 2018	
	No of IP rights registered	-	1	2013 - 2018	
	No of School journals	-	1	2013 - 2018	

Issue 5: Competitiveness and image of the Department

Strategic objective 5: To enhance the competitiveness and image of the Department

Strategies

- i. Enhance the Department image
- ii. Entrench internationalisation of the Department
- iii. Improve the Department Performance Contract ranking

The expected outcomes are:

- i. Increased visibility of the Department,
- ii. Consistent positive corporate image.
- iii. Improved Department performance and ranking

Expected outcomes	Performance indicators	Baseline	Targets	Timeframe	Responsibility
Increased visibility of the College	No of active MoU's with local, regional and international peer institutions	-	Additional 1 p.a.	2013 - 2018	COD
	No of events hosted by the School open to the public	10	50% pa	2013 - 2018	
	No of student and staff exchange programmes per year	1	Additional 1 p.a.	2013 - 2018	
Increases Department performance and ranking	Performance ranking within the University	1	1	2013 - 2018	COD
	No of hits on department website per year	-	250,000	2013 - 2018	
	Branding and marketing strategy development	-	Branding and Marketing strategy in place	2013- 2014	
	% increase in implementation of branding and marketing strategy	-	100%	2013 - 2018	

Consistent positive Department image	No of endowed academic chairs	-	0	2013 - 2018	COD
	Customer satisfaction index	69.7%	73%	2013 - 2018	
	No of times the Department appears positively in the media each year	2	20% pa	2013 - 2018	
	No of outreach/extension activities conducted per year	-	8 pa	2013 - 2018	

Issue 6: Collaborations and partnerships

Strategic objective 6: To enhance value –adding partnerships and collaborations

Strategies

- i. Exploit the potential for support from university alumni
- ii. Improve collaboration and engagement with neighbours
- iii. Enhance partnerships and collaborations with both public and private sectors locally and internationally

Expected outcomes	Performance indicators	Baseline	Targets	Timeframe	Responsibility
Improved quality of research and	No of partnerships with industry per year	1	1 p.a.	2013 - 2018	COD

academic programmes	% of students on internship/ attachments/ practicums as per requirements	100%	100%	2013 - 2018	
	No of initiatives with neighbours per year	1	1 p.a.	2013 - 2018	
Increased non-academic funding	Amount of funding from alumni per year	-	10% p.a.	2013 - 2018	COD
	Amount of funding from industry per year	-	10% p.a.	2013 - 2018	
Cordial relationships with key stakeholders	% of interaction with key stakeholders	100%	100%	2013 - 2018	COD

ANNEXES

Annex I: Documents reviewed in preparation of this Strategic Plan

Documents reviewed:-

1. Revised Strategic Plan for College of Health Sciences, 2008 – 2013
2. CHS “Self-Assessment Report For Institutional Quality Audit 2013” (for
3. Commission for University Education)
4. CHS annual report, 2012
5. UNITID annual report, 2012
6. School of Public Health annual report, 2012
7. School of Medicine annual report, 2012
8. School of Pharmacy annual report, 2012
9. School of Dental Sciences annual report, 2012
10. School of Nursing Sciences annual report, 2012
11. CHIVPR annual report, 2012
12. The Kenya Vision, 2030
13. Constitution of Kenya, 2010
14. College of Health Sciences Service charter, 2011
15. Universities Act No. 42, 2012
16. United Nations Millennium Development Goals, 2000
17. University of Nairobi Academic Calendar, 2011-2012
18. University of Nairobi Grants Strategic Plan, 2013-2017
19. University of Nairobi Strategic Plan, 2013-2018
20. College of Health Sciences Performance Contract, 2010-2011
21. College of Health Sciences Performance Contract, 2011-2012

22. School of Dental Sciences Strategic Plan, 2008-2012

ANNEX II: COMMITTEE MEMBERS

The Committee that formulated the 2013-2018 Department of Periodontology, Community and Preventive Dentistry Strategic Plan comprised of the following persons:

- Dr. Regina Mutave
- Prof. Francis G. Macigo
- Dr. Bernard N. Mua
- Dr. Nelson Matu
- Mr. Charles Akuru
- Mr. Desmond K'Owino
- Ms. Mary Mukami