



UNIVERSITY OF NAIROBI
COLLEGE OF HEALTH SCIENCES
SCHOOL OF DENTAL SCIENCES

DEPARTMENT OF PAEDIATRIC
DENTISTRY & ORTHODONTICS

STRATEGIC PLAN

2013-2018

FOREWORD

The Department of Paediatric Dentistry & Orthodontics is one of the four Departments in the School of Dental Sciences (SDS) of the College of Health Sciences (CHS) of the University of Nairobi. The Department, created in 1995, performed well in the period of 2008-2013 Strategic Plan, and has had all the intentions to continue to improve in performance in the future. Already, there is a growing demand for the courses offered by the Department, and with the revision of the MDS curriculum that is already underway; the department should be able to become even more competitive. Further, The Department has another intention of starting a new curriculum in Orthodontics that will see it expand its research scope and attract even higher numbers of student applicants in Kenya and in the East and Central Africa region for the two courses it will be offering at Masters and PhD levels.

The need to review the Department's 2013 Strategic Plan was created by national and global changes that have occurred since the beginning of the plan period in 2008. The changes in policy, challenges and critical institutional and environmental changes, including those internal and external to the Department, the SDS, the College of Health Sciences and the University of Nairobi as a whole needed to be accommodated. There is also 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. Inevitably, the strategic plan has had to be aligned with these changes. To a large extent, the Departmental Strategic Plan is cascaded from the SDS Strategic Plan. However, the intention is for the department to use this plan as a basis for reviewing its 2013-2018 strategic plans, through a careful analysis of the revised SDS, College of Health Sciences and the University of Nairobi 2013-2018 strategic plans ensuring congruency of strategies, strategic objectives and institutional activities.

In developing this Strategic Plan the Department involved a wide spectrum of stakeholders in the fields of Paediatric Dentistry and Orthodontics who have provided invaluable information, relating to the quality of education offered as ingredients to success. This revision has been done by strategic planning committee appointed by the Department for the purpose. The current plan has five 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 will ensure successful implementation and outcome of the School, College and ultimately University Strategic Plans. The Strategic Plan 2013 – 2018 summarises the Department's current position, priorities and sets out a series of activities that the Department proposes to implement during the next five years to realise its full potential and in line with maintaining its leadership as a provider of high quality oral health care for the children and persons with a handicap and also as a premier centre for teaching and research in this region.

Dr. Arthur M. Kemoli

Chairman

Department of Paediatric Dentistry & Orthodontics

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ACRONYMS AND ABBREVIATIONS

ICT	Information and Communication Technology
SDS	School of Dental Sciences
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
IT	Information Technology
CoDs	Chairmen of Departments
HoDs	Heads of Divisions
HOD	Head of Section
No.	Number
DVC (A&F)	Deputy Vice-Chancellor (Administration & Finance)
FTSE	Full Time Staff Equivalent
MoU	Memorandum of Understanding
SMB	School Management Board

EXECUTIVE SUMMARY

The Department of Paediatric Dentistry and Orthodontics was established in 1995 and over the past period, it has grown to what it is today with potential to provide postgraduate training in Paediatric Dentistry and Orthodontics at both Masters and PhD levels. It was the first Department of the School of Dental Sciences (SDS) to start offering postgraduate training at both Masters and PhD levels.

The Department of Paediatric Dentistry & Orthodontics is currently facing various problems and challenges, that range from increasing complexity of the external environment, competition from foreign dental institutions, increasing expectations from stakeholders, scarcity of financial resources, inadequate and outdated physical structures and equipment as well as inadequate number of teaching staff which is compounded by inadequate number of specialists in this areas, but more so in the area of Orthodontics. The Department has continued to respond and adjust to some of these challenges, within the ever changing environment in order to maintain relevance within local and international community and be a world class institution. The strategic plan puts in place strategies that will continue to guide and drive the Department to be relevant and also to be part of the National Vision 2030 as set out by the Kenyan government and also in line with the Kenya Constitution 2010.

This strategic plan period revolves around the following strategic issues (Tables 3-8):

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 Department
6. Collaborations and Partnerships

Arising from these strategic issues, the following strategic objectives shall be pursued during the period of this Strategic Plan:

1. To manage the Department efficiently & effectively
2. To grow the Department's resource base and enhance productivity
3. To produce quality and holistic graduates of the School of Dental Sciences (SDS)
4. To contribute to the development of society through creation, storage, application and dissemination of knowledge
5. To enhance the competitiveness of the Department both locally & regionally
6. To enhance linkages, partnerships & collaborations with developmental partners

The Department shall endeavour to enhance resource mobilization to support its activities including linkages and collaborations with alumni, research and development partners and corporate, while still focusing on the strategic issues identified so as to forge forward and realize its vision.

1.0 INTRODUCTION

The Department of Paediatric Dentistry and Orthodontics is one of the four constituent departments of the School of Dental Sciences, College of Health Sciences of University of Nairobi.

1.1. Historical Background

The Department of Paediatric Dentistry and Orthodontics was started from a humble beginning in 1995. With the aim of responding to the increasing demand for highly trained specialists in the area of oral health care for children and persons with a handicap, the first students to train for Masters of Dental Surgery (MDS) were admitted into the Master's programme in the same year, 2000.

1.2. Projected Growth of the Department

In the earlier 10-year development plan, the Department together with the SDS did propose to establish a postgraduate course in orthodontics. However, economic realities suggested otherwise, that this initiative is currently not possible due to severe deficiencies in human and financial resources. Nonetheless, it is still a determination of the Department that this ambition will be realised as there is great need for manpower development in the discipline of orthodontics, in the nation and the region.

1.3. Contribution to the community

The Department has endeavoured over the years to support the School of Dental Sciences in its community dentistry outreach programmes, that help to alleviate suffering, reduce the burden of oral diseases and improve oral health of children in Kenya, by providing free preventive and promotive dental services to children through organised dental health camps, and particularly to the very needy members of the public who have little or no access to oral health care services. Through research activities, the Department has also in the past played a key role in formulating policies, laws and regulations for standardization of oral hygiene and other dental products in the country.

The Department has played a key role in human resource development of oral health professionals for both the public and private sector. Since its inception, the Department has trained 20 graduates as paediatric dental specialists, who are now providing service to the needy public nationally and in the East and Central African region. Note: It is worth noting that countries of East, Central & Southern African regions are also beneficiaries of the training programmes of the Department

2.0 MISSION, VISION AND CORE VALUES

2.1. Philosophical framework

The changing dynamics of the internal, national and global environment for any organization necessitates a periodic review of its strategic plans. Such review requires a careful re-examination of the goals, challenges, threats, strengths and weaknesses and determining the best way to navigate round the various “icebergs” in order to achieve the prioritized objectives. In addition, for our Department, the guiding philosophical framework for such review requires considerations of perceived needs of stakeholders and experiences gained over the years in training, research and other activities aimed at meeting the needs of stakeholders and improving the oral health welfare of the children and persons with a handicap. The Department will endeavour to meet international standards, value customer care services and join the rest of the School, College and the 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 mandate of the Department is as follows:

1. To teach and train undergraduate and postgraduate students to become dental professionals of high moral calibre and acquire clinical skills of internationally acceptable standards; and who are able to provide specialized oral health care at the public and private health facilities, carry out preventive activities at community level & participate in team work with other healthcare providers in managing oral health diseases in children.
2. Research that aids in the improvement of teaching & training of undergraduate & postgraduate students.
3. To conduct research in the area of oral health that leads to formulation of policies on oral health for children in the country.
- 4.

2.3. Vision

A centre of excellence in paediatric oral health and orthodontic care through teaching, research, prevention and management of oral health conditions

2.4. Mission

To attain and maintain leadership in excellence through the provision of training programmes for comprehensive management of paediatric oral health diseases and orthodontic problems, through quality teaching, teamwork, research, innovation, integration and efficient utilization of resources.

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 Department shall, therefore, promote excellence in the following core values:

- a. **Freedom of thought and expression.** The Department shall promote and defend freedom of thought and expression in academic inquiry and other activities.
- b. **Innovativeness and creativity.** Innovativeness and creativity shall be the hallmarks of the Departmental activities as it initiates and adapts to change.
- c. **Good governance and integrity.** The Department embraces and practices good corporate governance. In this regard, the Department shall ensure that all processes and procedures are morally sound and ethical and are carried out with efficiency & effectiveness. The Departmental decision-making processes shall be participatory, consultative and reflect meritocracy, openness and transparency.
- d. **Team spirit and teamwork.** The Department shall foster a work environment characterized by team spirit and teamwork.
- e. **Professionalism and ethics.** In all its actions and interactions, the Department shall maintain ethical behaviour, professional etiquette and honesty.
- f. **Quality customer care.** The Department shall provide quality services for all-round satisfaction, always striving to improve for the betterment of its customers.
- g. **Responsible citizenship.** The Department embraces corporate social responsibility and shall ensure that all decisions are marked by human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination, and protection of the marginalized. In all its activities, the Department shall strive to respect and protect the environment.
- h. **National cohesion and inclusiveness.** The Department believes in national unity and cherishes respect for diversity.

2.6. Guiding Principles

The guiding principles of the Department are:

- a. Training and equipping students with skills to improve and maintain the health of infants, children, adolescents and persons with special healthcare needs through evidence-based practice
- b. Education the public in adopting effecting preventive measures which will ensure a lifetime of good oral health for infant, children, adolescents and persons with special needs
- c. Engaging stakeholders with purpose of working together to develop policies and guidelines related to promoting and maintaining the oral health for infants, children, adolescents and persons with special needs
- d. Embracing national cohesion and inclusiveness that is manifested in the diversity gifting talents of our staff, students (and patients)
- e. Maintaining etiquette and honesty and cherishing the intrinsic value of our work and professional calling

3.0 STRATEGIC ANALYSIS

3.1 Evaluation of past performance

The Department of Paediatric Dentistry and Orthodontics was the first in the School of Dental Sciences to mount a Master's programme in Paediatric Dentistry in the year 2000. Due to the success of the programme, three other post-graduate programmes have since been introduced in the other departments, thus increasing the postgraduate population in the School. Since then the Department has graduated **twenty** paediatric dental specialists who are deployed within the country and the East African region, with four postgraduate students currently in the pipeline. There is however, a need to upgrade and expand in terms of clinical space and seminar rooms for postgraduate students, office space for staff and manpower resource to enable the Department grow further and possibly develop new academic and professional courses

3.2 Recent developments

3.2.1 Staff establishment and Infrastructure

The academic staff establishment currently includes one full professor, two associate professors, two senior lecturers, three lecturers and two tutorial fellows. All lecturers have Master's qualification in their areas of specialization. Further, two professors and one senior lecturer hold doctorate degrees (PhDs), while others are at various stages of their PhD work.

Though working under challenging conditions due to limited financial resources and utilizing obsolete dental equipments, the academic staff are determined to achieve the best for the Department and the School. It is this determination that resulted in the leadership in mounting postgraduate studies at the School. It is expected that the Department shall be able to mount a Master's programme in Orthodontics in the next few years.

In recognition of human resource as a critical component of success, the Department has continued to recruit support staff to aid in its functions. The support staff include three registered nurses and one enrolled nurse who manage the paediatric dental clinic, 3 laboratory technicians to assist in the students' laboratory procedures and one departmental secretary who co-ordinates the activities of the Department.

There has been a steady increase in infrastructure and facilities over the past five years. Assets such as furniture, equipments and facilities have been procured. The Department has invested significantly in the area of Information and Communications Technology (ICT), which includes the provision of desktop computers to academic staff, the doctor's room, and nursing station. The level of automation is at about 80%, through purchase of computers and increase in data points. In addition, the Department, in partnership with corporate bodies has recently given the Paediatric dental clinic a facelift with tiled work and branding, adding to the beauty of the infrastructure of the Department.

3.2.2 Research Activities

The academic members of staff in the Department of Paediatric Dentistry & Orthodontics have been involved extensively in original research in epidemiology and basic sciences through individual work and/or supervision of Master's Theses. In particular, there has been research on fluoride, thus making major contribution locally and internationally on fluoride intake in children in the tropics. Other major research has been on ART, Dental caries, traumatic injury to the dentition and promotion of oral health for children especially those with special health needs. The Department has a call to publish or perish, and it is the intention to succeed and excel in research and formulation of health policies on oral health for children in the country

3.2.3 Income and income generation

The Department obtains its revenue through allocation of funds from Central University Administration. However, the allocation is a drop in the ocean considering the requirement of funding to run its activities. To boost its revenue base the Department is engaged in income generating activities (IGA) from out-patient services offered at both the postgraduate and undergraduate clinics and consultancy work by its members of staff at the privately-run School Dental Plaza

1.1. SWOT Analysis

1.1.1. Strengths

- a. The department belongs to one of the most established dental schools in the Eastern African region.
- b. Has continuing collaboration with oral health care manufacturers to improve the clinical facilities
- c. Has high calibre of dental specialists in paediatric dentistry and orthodontics
- d. Has availability of operating theatre and ward to cater for patients who require treatment under general anaesthesia
- e. Has Income generating activities
- f. Offers training opportunities for East and Central African region for both undergraduates and postgraduates
- g. Has a strategic location providing excellent accessibility to patients and other customers
- h. Has Inter-disciplinary consultations and teamwork with academic members of staff from other department in the school

1.1.2. Weaknesses

- a. Has large numbers of undergraduate and postgraduate students being admitted despite the inadequate capacity in the dental clinics. Currently the department has 9 dental operatories and these must cater for under and post graduate students
- b. There is inadequate information communication technology system (ICT) access to both students and staff within the department and lack of a ICT system to manage patient's records and payment, materials and equipment inventory
- c. The equipment, instruments and consumable materials needed to teach these technical and clinical subjects and clinical practice are inadequate
- d. There are few lecture/tutorial rooms, clinical space & office space.
- e. The dental units are old and dilapidated which must cater for large groups of students.

- f. There is inadequate funding for servicing, repair & maintenance of dental equipment.
- g. The cumbersome and long bureaucratic procurement system has lead to delays in purchasing teaching and clinical materials.
- h. The administration of research funding by the University has been very bureaucratic, opaque and slow resulting in research funders and donors declining to give funds to the institution.
- i. There is inadequate funding for staff to conduct research; and to attend conferences, short courses and exchange programmes; to improve exposure to the new developments occurring in the field of paediatric dentistry and orthodontics
- j. There is very little collaboration between the department and other university departments which would enhance good quality research proposals that would attract funding and scientific publications.
- k. Remunerations by the University is poor, for example, a lower salary scale for nursing staff compared to those with similar qualifications in the health services and lack of monetary motivation when academic staff publish research.
- l. There is lack of upward job mobility resulting in stagnation.
- m. Inadequate of scholarships/sponsorship for postgraduate studies especially in orthodontics.

3.3.3. Opportunities

- a. Satellite teaching facilities that offer students additional clinical and hands-on experience. Current participating sites are Kisii, Karatina, Litein, Mama Lucy District Hospital and Kitui District Hospitals. Others are Coast and Garissa Provincial General Hospitals
- b. Collaborations and linkages in research and scholarship to enhance global visibility and more income generation through web based activities
- c. Postgraduate (MDS) programme in Orthodontics and enhanced student enrolment in MDS (Paediatric Dentistry) programme to address the growing demand for postgraduate training
- d. Short courses in continued education for both dental surgeons and dental auxiliaries
- e. Consultancy and innovation from the greatest concentration of expertise and knowledge in paediatric dentistry and orthodontics. 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
- f. Generation of income through sale of their services and therefore support existing income generating activities
- g. Kenya constitution 2010: Increased capacity building, in highly skilled human resources to manage various health functions in the devolved county governments through training of dental specialists in Paediatric Dentistry & Orthodontics

- h. Participation in the realization of vision 2030 in quality health care through increased private-public partnerships by its graduate output.

3.3.4 Threats

- a. Competition from other institutions
- b. Undergraduate programmes for dentists training and dental auxiliaries at upcoming institutions which may offer attractive employment terms and cause staff to leave the Department
- c. Increased pressure to admit more students with inadequate facilities, to meet the demands of the accelerated programmes imposed by the Government to cater for the large numbers of student demanding University education across all programmes
- d. Lack of job security and associated benefits as well as lack of a Scheme of service to attract and retain quality staff. For some staff makes working in the department less attractive
- e. Inadequate research funding in the field of oral health from government sources which limits sustained research activities within this Department. Most of the staff in the department has to rely on external funding to initiate and expedite viable projects.
- f. The uncertainty on the availability of such funding makes planning difficult and discouraging
- g. There is a salient feature of mistrust amongst researchers in the School of Dental Sciences due to plagiarism and this has inhibited innovative thinking
- h. Delays in processing research proposals especially UON/KNH ethics and research Committee
- i. High processing fee for ethical review of research proposals is prohibitive and discouraging to faculty and research partners

4.0 STRATEGIC ISSUES, OBJECTIVES, 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 realise its mandate, and inadequate attention to these issues can 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 were identified for action:

- a. Governance, Leadership and Culture
- b. Resources, Facilities and Infrastructure
- c. Teaching and Learning
- d. Research, Innovation and Technology
- e. Competitiveness and Image of the Department
- f. Collaboration and Partnerships

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

4.1.1. Strategic Issue 1: Governance, Leadership and Culture

The Department executes its mandate through the regular departmental meetings of all the staff members under the direction of the Head of Department. Government circulars provide the basic legal framework upon which the University and by extension the College, the School and the Department is governed and managed. With 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 demands of the Constitution while taking advantage of the new opportunities in its operating environment. Best practices and the evolving national philosophies will therefore greatly inform the way the Department will be governed. Nurturing all attributes brought in by the staff, students and the public helps to deliver the right professionals into community service, and will play a role in helping to strengthen the strategic plan envisaged.

Strategic objectives

- i. Review administrative structures and systems in the Department
- 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

The expected outcomes are:

- i. Improved efficiency and effectiveness

- ii. Effective monitoring and evaluation
- iii. Effective commitment and loyalty to the Department

4.1.2 Strategic Issue 2: Resources, Facilities and Infrastructure

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

Strategic Objectives

- i. Increase the Department's 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

Strategic Issue 3: Teaching and Learning

The Department has the potential to play a leading role in the generation and dissemination of knowledge in the area of its specialization and helps 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, the School, the College and the University at large. Without excellence in this area, the department will be unlikely to survive and succeed in a highly competitive environment. Nonetheless, the Department has the obligation to play the expected

pivotal role in national development by equipping its learners with the relevant knowledge, skills and value systems, thus preparing them for the challenges of the future.

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. The majority of students in the Department live off campus and therefore need innovative approaches to meet the goals of a holistic education.

Strategic Objectives

- 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

1.1.2. 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.

Strategic Objectives

- 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 the society
- iv. 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.

1.1.3. Strategic Issue 5: Competitiveness and Image of the School

The Department needs to create a strong positive image in the minds of the past, current and potential students as well as all other 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 Department 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.

Strategic Objectives

- i. Enhance the Department's image and visibility
- ii. Entrench internationalisation of the Department
- iii. Improve the Department Performance Contracting

- iv. Enhance participation of the department in community outreach programmes

The expected outcomes are:

- i. Increased visibility of the Department,
- ii. Consistently portray positive corporate image
- iii. Improved Department Performance Contracting

1.1.4. 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 healthcare industry. 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 other Departments of the School. It has emerged that the various stakeholders are positively predisposed to work on joint agenda with the Department.

Strategic Objectives

- i. Exploit the potential of support from the department alumni
- ii. Improve collaboration and engagement with our 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.

5.0 IMPLEMENTATION MONITORING AND EVALUATION FRAMEWORK

1.1. Cascading the Strategic Plan

The Department has prepared its plans and budgets as the basis for the annual performance contracts that are evaluated before the end of June of each year.

1.2. Financing the Strategic Plan

1.2.1. Revenue

This Strategic Plan will be funded from the following main revenue streams;

- Academic revenue (tuition fees)
- Revenue from students' clinics
- Research grants
- Income generating activities (IGA)

The Department will endeavour to grow total revenues by not less than 10% per year for the next five years. The budget of (2012/2013) of KES42.8 million is projected to grow to KES45.2 million in the financial year 2017/2018 as in Table 1.

Table 1: Projected revenue for the period 2012/13 to 2017/18

Sources of Revenue	Actual	°Projected Revenue (KES) Millions					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Tuition Fees (Module II)	22	22.5	22.8	23	23.3	23.6	23.9
IGA	20	20.3	20.8	21	21.3	21.3	21.3
Total	42	42.8	43.6	44	44.6	44.9	45.2

°Source: School Account's office

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 in accordance with projected expenditure (Table 2).

Table 2: Projected Expenditure for the period 2012/13 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	5.0	5.2	5.2	5.2	5.2	5.2	5.2
Teaching Expenses	5.3	5.7	5.8	6.0	6.0	6.0	6.0
Total	10.3	10.9	11	11.2	11.2	11.2	11.2

°Source: School Account's office. Assumed it will grow by 5% every year

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.

5.3. 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 issues, are the structures and systems (processes), and any inconsistencies identified will be addressed through a review of the structure, systems and strategies

5.4 Implementation plan

This section of the Strategic Plan document shall highlight the individual action matrices for the strategic issues/objectives. As is commonly the case under each strategic issue/objective shall appear outcomes and individual considerations as discussed in section 5.4.1.

5.4.1. Implementation matrix

The expected outcomes and the individual considerations of each strategic issue/objectives are shown in Tables 4 through 9 with their respective performance indicators, baseline, targets, timeframe and responsibility.

Table 3: Strategic issues of Governance, Leadership and culture

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Improved efficiency and effectiveness	Level of compliance with service delivery charter	98%	100%	2014 - 2018	Chairman of Department
	% of assigned tasks completed on time	-	80	2014 - 2018	
Effective monitoring and evaluation	Timely submission of SPA reports	6 months	3 months	2014 - 2018	Chairman of Department
	Level of completeness of quarterly PC reports	80%	100%	2014-2018	
Enhanced commitment and loyalty to the Department	No. Of times corporate values are communicated and explained to all staff per year	-	Quarterly	2014-2018	Chairman of Department
	No. Of times academic and administrative units hold team building sessions per year	-	1 per unit p.a.	2014 - 2018	
	No. Of social fora for staff organised per year	-	1	2014 - 2018	
	No. Of "State of the College	-	Quarter		

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
	Communicate from the Principal's office				

Table 4: Strategic issues of Resources, facilities and infrastructure

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Increased and sustainable financial performance	Increased face-to-face student enrolment	146	1% p.a.	2014-2018	Chairman of Department
	% increase in academic revenue	10%	10%	2014-2018	Chairman of Department
	% increase in non-academic revenue	9%	10% p.a.	2014-2018	
	% increase in research grants	57%	5% pa	2014-2018	
	Reviewed austerity, cost reduction and revenue enhancement plan	100%	100%	Dec. 2014	Chairman of Department
	Cost reduction /savings	514,399	5% p.a.	2014-2018	
	% utilisation of allocated	100%	100%	2014-2018	

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
	funds/year				
	% compliance with set budgetary levels	100%	100%	2014-2018	
	Number of real estate PPP arrangements	-	1	2014-2018	
Increased quantity and quality of physical infrastructure	20-year master development plan	-	100%	March 2014	Chairman of Department
	Master safety and security plan	-	100%	March 2014	
	Audit facilities to determine level of utilisation	-	100%	March 2014	
Effective use of ICT in teaching, research, and administration	Compliance with ICT policy	-	100%	Dec. 2014	Chairman of Department
	Student to computer ratio	1:10	1:5	2014-2018	
	Staff to computer ratio	1:3	1:1	2014-2018	
	Bandwidth ratio per student	1Mbps/170	1.5Mbps/170	2014-2018	
	% availability of ICT services	96%	99%	2014-2018	
	Number of hot spots	0	1	2014-2018	
Motivated and Productive workforce	Average staff performance appraisal index	63%	90%	2018	Chairman of Department
	Employee	78%	80%	2018	

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
	satisfaction index				
	% of senior academic and administrative staff retained in service	95%	97%	2014-2018	

Table 5: Strategic issues of Teaching and learning

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Enhanced quality academic programmes of	% curricula reviewed as per policy	-	100%	2014-2018	Chairman of Department.
	No. of new curricula developed and benchmarked	-	1	2014-2018	
	% of examinations externally examined	100%	100%	2014-2018	
	% of courses scoring above 70% in student evaluation	-	50%	2014-2018	
	% of teaching staff trained in pedagogical and androgical skills	90%	100%	2014-2018	

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Increased alignment of programmes to Vision 2030	No. of students enrolled in programmes within the department.	146	1% pa	2014-2018	Chairman of Department
	No. of flagship programmes aligned to Vision 2030	0	1	2014-2018	
	No. of course units with teaching notes on the e-learning platform	4	20%p.a	2014-2018	
Increased access to academic programmes	No. of programmes in ODeL	0	1	2014-2018	Chairman of Department
	No. of students enrolled in ODeL	28	10% pa	2014-2018	
Growth of postgraduate students	No. of new Masters programmes	1	10% pa	2014-2018	Chairman of Department
	No. of new fellowship programmes	0	0	2014-2018	
	No. of new Doctoral programmes	1	1	2014-2018	
	No. of new Doctoral students enrolled	2	5% pa	2014-2018	
	No. of PhD graduates per year	1	10% pa	2014-2018	

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
	No. of new Masters students enrolled	12	1% pa	2014-2018	
	No. of Masters graduates per year	3	5% pa	2014-2018	
	No. of post-doctoral students	-	1	2014-2018	
Improved quality graduates of	No. of programmes engaging guest lecturers	1	10% pa	2014-2018	Chairman of Department
	No. of students on industrial attachment as per requirement	0	5% pa	2014-2018	
	No. of students getting national, regional and international awards or recognition	1	10% pa	2014-2018	
Holistic graduates	% of students participating in sports and games	50%	60%	2014-2018	Chairman of Department
	% of students participating in professional associations and recognised social support groups	65%	85%	2014-2018	
	No. of students mentored on leadership, social, etc.	-	10 pa	2014-2018	

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
	Mount an online common course in soft skills	0	1	2014-2015	
	Students satisfaction index	71.2%	77%	2014- 2018	

Table 6: Strategic issues of research, innovation and technology

Expected outcomes	Performance indicators	Baseline	Targets	Timeframe	Responsibility
Enhanced research output	No. of journal publications produced annually	10	10% growth pa	2014 – 2018	Chairman of Department
	No. of staff participating in conferences and other academic fora annually	4	10% growth pa	2014 – 2018	
	No. of papers presented at conferences and other academic fora annually	5	10% growth pa	2014 - 2018	
Enhanced research grants and collaborations	No. of successful grant applications per year	1	7 per year	2014 - 2018	Chairman of Department
	No. of funded research projects per year	1	20% pa	2014 - 2018	

	Total research grants portfolio	-	-	2018	
Improved efficiency in grants financial management	Reviewed and optimised approval processes	-	100%	2014 - 2018	Chairman of Department
	No. of public policy briefs produced from research and presented to policy makers per year	-	1	2014 - 2018	
	No. of outreach activities annually resulting from research per year	8pa	10 pa	2014 - 2018	
	No. of high technology SME's nurtured/created	-	-	2014 - 2018	
	No. of IP rights registered	-	1	2014 - 2018	
	No. of School journals	-	1	2014 - 2018	

Table 7: Strategic issues of Competitiveness and image of the Department

Expected outcomes	Performance indicators	Baseline	Targets	Timeframe	Responsibility
Increased visibility of	No of active MoU's with local, regional	-	Additional 1 p.a.	2014 - 2018	Chairman of Department

the Department	and international peer institutions				
	No of events hosted by the Department open to the public	3	50% pa	2014 - 2018	
	No of student and staff exchange programmes per year	1	Additional 1 p.a.	2014 - 2018	
Increases Department performance and ranking	Performance ranking within the University	1	1	2014 - 2018	Chairman of Department.
	No of hits on department website per year	-	1 million	2014 - 2018	
	Branding and marketing strategy development	-	Branding and Marketing strategy in place	2014- 2014	
	% increase in implementation of branding and marketing strategy	-	100%	2014 - 2018	
Consistent positive Department's image	No of endowed academic chairs	-	1	2014 - 2018	Chairman of Department
	Customer satisfaction index	69.7%	73%	2014 - 2018	
	No of times the department appears positively in the media each year	1	20% pa	2014 - 2018	
	No. of outreach/extension activities conducted	-	20 pa	2014 - 2018	

	per year				
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Table 8: Strategic issue of Collaborations and partnerships

Expected outcomes	Performance indicators	Baseline	Targets	Timeframe	Responsibility
Improved quality of research and academic programmes	No of partnerships with industry per year	1	1 p.a.	2014 - 2018	Chairman of Department
	% of students on internship/ attachments/ practicums as per requirements	100%	100%	2014 - 2018	
	No of initiatives with neighbours per year	1	1 p.a.	2014 - 2018	
Increased non-academic funding	Amount of funding from alumni per year	-	10% p.a.	2014 - 2018	Chairman of Department
	Amount of funding from industry per year	-	10% p.a.	2014 – 2018	
Cordial relationships with key stakeholders	% of interaction with key stakeholders	100%	100%	2014 - 2018	Chairman of Department

1.1. Monitoring and evaluation

5.5.1 Introduction

Monitoring and evaluation is a key tool in the implementation of a Strategic Plan, and allows for the 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 this Strategic Plan, with the framework for this important activity as discussed in Section 5.5.2.

5.5.2 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.

a. Monitoring responsibilities

The overall performance monitoring and evaluation shall be the responsibility of the Chairman (COD), Heads of Divisions (HODs) and Heads of sections (HOS). It is the responsibility of the COD 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.

b. Indicators

The monitoring and evaluation shall be carried out by the COD, HODs and HOS whose responsibilities shall include:

- i. Coordinating the development of the Department Strategic Plan
- ii. Coordinating annual work plans
- iii. Implementing monitoring and evaluation instruments
- iv. Receiving, analysing, summarizing and consolidating reports from units for onward transmission to the SDS management as per specific timelines
- v. Carrying out annual, mid-term, end-term and ad-hoc evaluations and explaining any significant variations in performance to the management
- vi. Helping in drafting performance contracts for all staff and reporting on performance contract targets
- vii. Coordinating performance evaluation
- viii. Identifying and tracking performance benchmarks
- ix. Coordinating ISO 9001:2008 activities

c. Reporting mechanisms

The indicators, baselines, targets, timeframe, strategic objectives and strategies in the implementation plan are explained in Annexes (Section 6, Annex 1) of this Strategic Plan.

d. 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.

6.0 ANNEXES

Annex 1: Glossary of Terms

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 fulfilment 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.

Annex II: Documents reviewed in preparation of this Strategic Plan

Documents reviewed

- I. Revised Strategic Plan for College of Health Sciences, 2008 – 2013
- II. Revised Strategic Plan for School of Dental Sciences, 2008 – 2013
- III. SDS annual report, 2012
- IV. The Kenya Vision, 2030
- V. Constitution of Kenya, 2010
- VI. College of Health Sciences Service charter, 2011
- VII. School of Dental Sciences Service charter, 2011
- VIII. Universities Act No. 42, 2012
- IX. United Nations Millennium Development Goals, 2000
- X. University of Nairobi Academic Calendar, 2011-2012
- XI. University of Nairobi Strategic Plan, 2013-2018
- XII. College of Health Sciences Performance Contract, 2011-2012
- XIII. School of Dental Sciences Performance Contract, 2011-2012

ANNEX III: DEPARTMENT OF PAEDIATRIC DENTISTRY AND ORTHODONTICS 2008-2013 STRATEGIC PLAN REVIEW

COMMITTEE MEMBERS

The Committee that reviewed the 2013-2018 Paediatric Dentistry and Orthodontics Strategic Plan comprised of the following members:

- 1) Prof. M.A. Masiga, Chairman
- 2) Prof. G.N. Opinya.
- 3) Dr. R. Owino
- 4) Dr. M. Muasya
- 5) Dr. A.M. Kemoli (Ex-Official)
- 6) Secretary: Dr. J.L. Ngesa

Approved:

DR. A. KEMOLI

Dept. Of Paediatric Dentistry & Orthodontics