

**UNIVERSITY OF NAIROBI**

**OFFICE OF THE SPECIAL STUDENT ADVISOR**

**STRATEGIC PLAN 2015-2020**

## **Introduction:**

The Office of the Special Student Advisor was created in 1992 in the aftermath of the structural adjustment programme imposed by the Bretton Woods institutions. Specifically, the programme required the Kenyan government to introduce cost sharing in the education sector. Consequently, university students were required to pay fees for the first time in the history of higher education in Kenya. This caused considerable disquiet among the students and their parents. In particular, students from poor families faced the danger of being locked out of the higher education. For this reason, the government undertook to provide a safety net in form of loans and bursaries to them. In its turn, University of Nairobi found it necessary to establish an Office that would identify and support such cases.

But over the years, the original mandate of the Office has been expanded to include providing advisory services in academic, financial and social issues. For example, it liaises with the Higher Education Loans Board on behalf of the students. The more desperate cases are enrolled in the work-study programme where they earn a bit of money for paying fees. Others are given an opportunity of running business within the university premises.

## **2. Vision**

To support students to achieve their academic goals and aspirations.

## **3. Mission**

To provide to needy students an enabling environment and safety net through advisory, counselling and guidance services.

## **4. Core values**

- i. Confidentiality.
- ii. Empathy.
- iii. Professionalism.
- iv. Quality customer service.

- v. Strong social responsibility.
- vi. Teamwork.
- vii. Tolerance.

## 5. STRATEGIC ANALYSIS

### 5.1 Introduction

Up to now, the Office has ensured that no student fails to get assistance, so long as they can prove that they are needy. It has also successfully acted as a bridge between students, the Higher Education Loans Board and University Administration. Even more, it has rescued many students who were on the verge of abandoning their studies for a variety of reasons. It is in light of that experience that the Office has prepared this Strategic Plan.

### 5.2 PAST PERFORMANCE

#### BURSARY ALLOCATION DATA ANALYSIS 2010-2011 TO 2014-15

NAME	LIST NO.	2010-11		2011-12		2012-13		2013-14		2014-15	
		NO. OF STUDENTS	AMOUNT	NO. OF STUDENTS	AMOUNT	NO. OF STUDENTS	AMOUNT	NO. OF STUDENTS	AMOUNT	NO. OF STUDENTS	AMOUNT
NSF	1	208	1,148,000	475	2,172,000	512	2,712,000	225	1,148,000	514	2,564,000
	2	126	660,000	142	598,000	-	-	491	2,296,000	113	568,000
	3	143	758,000	140	710,000	-	-	-	-	-	-
RET	1	175	1,010,000	166	1,004,000	177	908,000	237	1,284,000	252	1,252,000
	2	46	242,000	110	526,000	-	-	-	-	-	-
	3	137	640,000			-	-	-	-	-	-
	MII	14	639,000	20	1,093,000	18	882,100	23	1,505,200	26	1,530,000
CHSS	1	109	548,000	121	766,000	129	654,000	204	980,000	387	1,922,000
	2	205	1,098,000	96	502,000	254	980,000	-	-	46	232,000
CEES	1	87	440,000	80	534,000	98	500,000	105	500,000	37	250,000
	2	101	536,000	49	234,000	-	-	-	-	29	152,000

AA	1	215	1,086,000	397	2,000,000	208	1,044,000	391	2,000,000	?	?
	2	120	646,000	-	-	183	956,000	-	-	-	-
	3	115	582,000	-	-	-	-	-	-	-	-
	4	32	166,000	-	-	-	-	-	-	-	-
SF	-	-	-	-	-	3	88,544	8	252,450	8	257,450
	-	-	-	-	-	3	92,872		-	-	-
KUSU	-	-	-	-	-	-	-	6	120,000	-	-
	-	-	-	-	-	-	-				
CAS	-	-	-	-	-	-	-	18	1,800,000	20	2,000,000
<b>TOTAL</b>		<b>1833</b>	<b>10,199,000</b>	<b>1796</b>	<b>10,139,000</b>	<b>1585</b>	<b>8,817,516</b>	<b>1708</b>	<b>11,885,650</b>	<b>1432</b>	<b>10,727,450</b>
VARIATION				-2.01%	-0.59%	-11.75%	-13.03%	7.76%	34.80%	-16%	-9.74%

#### ABBREVIATIONS

- i. NSF- Needy Student Fund
- ii. RET- Rattansi Educational Trust Bursaries
- iii. CHSS- College of Humanities and Social Sciences Bursaries
- iv. CESS- College of Education And External Studies bursaries
- v. AA -Alumni Association Bursaries
- vi. SF -Southface Bursaries
- vii. KUSU- Kenya University Staff Union Grants
- viii. CAS- Chinese Ambassador Scholarships
- ix. MII – Module 2

The registered needy students were as follows;

NO	YEAR	FROM SERIAL NO.	TO SERIAL NO.	TOTAL STUDENTS
1	2010-11	8834	10,035	1,201
2	2011-12	10,036	10,882	846
3	2012-13	10,883	11,826	943
4	2013-14	11827	12,766	939
5	2014-15	12,767	13,423	656
	<b>TOTAL</b>			<b>4585</b>

### 5.3 SWOT ANALYSIS

In order to prepare a realistic strategic plan, it is necessary to carry out a *post mortum* of our past performance. This highlights the comparative advantages and challenges that the Office has encountered.

#### 5.3.1 Strengths

- a. Good will from donors.
- b. Strong support from the University Administration and community.
- c. Widespread acceptance of social responsibility ideal.
- d. Canvassing by past beneficiaries.
- e. Competent and committed staff.
- f. Cooperation and appreciation by a majority of students.

#### 5.3.2 Weaknesses

- a. Unpredictability of the level of support.
- b. Dishonesty by some applicants.
- c. Delays in processing bursaries due to late submission of references or total non-operation by referees.
- d. Insufficient resources.
- e. Understaffing.
- f. A weak culture of philanthropy in Kenya.

### **5.3.3 Opportunities**

- a. National emphasis on the need to support needy students.
- b. Existence of vibrant charitable organizations.
- c. Supportive University Administration and colleges.
- d. Credibility of the Office Management.
- e. Members of staff willing to undertake relevant courses to enhance their efficiency.

### **5.3.4 Threats**

- a. High increase in the number of needy students.
- b. Donor fatigue.
- c. Alienation of the public due to the unruly behaviour of some students.
- d. Increasing workload leading to constant after-hours work by staff.
- e. Competition for scarce IT resources.

## **6. OBJECTIVES**

The Swot Analysis lays bare the challenges that need to be addressed in order for the Office to achieve its **Vision** and **Mission**. These are;

- a. Increasing the funding and revamping the work-study programme.
- b. Improving the learning environment.
- c. Providing staff with a conducive working environment and providing essential tools, furniture and equipment.
- d. Deploying more staff.

### **6.1. Objective 1: Provide a financial safety net to needy students**

#### **a. Strategies**

- i. Vigorous soliciting of funds.
- ii. Enhance the visibility of the Office.
- iii. Campaign against the culture of cheating and violence.

#### **b. Outcomes**

- a. Increase in bursary funds
- b. Contribute to UON efforts of producing responsible citizens.
- c. Reduce drop out rates

## **6.2 Creation of a suitable learning environment**

### **a. Strategies**

- i. Advocacy for student welfare
- ii. Counselling and guidance.

### **b. Outcome**

- i. Timely completion of studies.
- ii. Reduction of drop out cases.
- iii. Assist students to develop survival tactics.
- iv. Help students to build self-confidence.

## **6.3 Working environment**

### **a. Strategies**

- i. Redesigning and refurbishing the Office.
- ii. Provision of the latest models of computers and printers.
- iii. Purchasing essential furniture and equipment.
- iv. Connecting the Office to SMIS.

### **b. Outcome**

- i. Boosting staff morale.
- ii. Decongesting the Office.
- iii. Minimising the need for students to physically visit the Office thereby reducing waste of time and resources.

## **6.4 Deploying more staff**

### **a. Strategy**

Negotiate with the University Administration for an increase in the establishment.

### **b. Outcome**

- i. Reduce work load.
- ii. Avoid burn out.
- ii. Enhance efficiency.

## **7. MONITORING**

In order to ensure that the Strategic Plan is implemented, a review will be held on a quarterly basis.