DEANS, CHAIRMEN OF DEPARTMENTS AND ACADEMIC STAFF MEMBERS:
VICE-CHANCELLOR’S EXPECTATIONS

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VICE-CHANCELLOR

PRESENTED AT THE MANAGEMENT SEMINAR AT TRAVELLER’S BEACH HOTEL, MOMBASA
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Thank you for your support so far. I feel like I am working with a motivated team.

Thank you for turning up in large numbers during the Inauguration.

It was such a show of support and togetherness as a University.
MY ROLE AS A VC

VC

DVC F,P & D
REGISTRAR
DEPUTY REG.

DVC ADM
REGISTRAR
DEPUTY REG.

DVC ACAD
REGISTRAR
DEPUTY REG.

DEANS
HOD
TEACHING / NON TEACHING STAFF
• Chief Accounting Officer
• Academic and Administrative Head
  - Will work closely with Deputy Vice-Chancellors, Registrars, Deans, Chairman of Department and other Section Heads following the hierarchy
• Fundraising
• Publicity
• Internal Audit
• The link between the University and the Council
Implications

• Will work closely with Deputy Vice-Chancellors, Registrars, Deans, Chairmen of Departments and other Section Heads following the hierarchy.
Management Expectations of the Role of Departmental Managers

Context and Purpose of Job

- Working closely with the Management to ensure the efficient management of school/departmental human, financial and accommodation resources. Playing a key role in the identification and implementation of strategies to provide high quality service.
 Acting as the key interface between the School/Department and a wide range of academic and administrative staff within the School/Department

Taking overall responsibility for the smooth day-to-day running of the Department.
Assisting in the development and implementation of wider administrative policies within the Department and the School.
Principal Responsibilities and Duties

a) Planning and Management of Departmental Resources

- Managing the School/Department’s resources: keeping resources and expenditure under close review.
- Managing and monitoring the Department’s budgets, including advising the Management on proposed expenditure; setting up and maintaining procedures to ensure the efficient administration of Departmental expenditure in line with the University financial management regulations.
• Planning and monitoring the Department’s teaching programme in liaison with the University’s Management and in accordance with School regulations and departmental decisions, including: ensuring the accuracy and consistency of departmental staff Calendar and timetabling returns; discussing individual teaching loads with full-time staff members; anticipating gaps in the teaching programme in light of staff leave and fluctuations in student numbers/course changes.
- Working closely with the Dean/DVC (Academic) to facilitate the management of academic staff leave.

- Allocating departmental space and advising the Management on the strategic needs of the Department.
b) Personnel Responsibilities

- Taking key administrative responsibility for the appointment of staff.
- Producing induction material for new staff and working with the Management on monitoring their performance.
- Advise on recruitment of support staff.
- Managing support staff in their areas of responsibility and ensuring continuing professional and personal development.
- Reviewing and developing support staff working practices and administrative procedures to ensure academic staff and students receive a high quality administrative service, taking disciplinary action, if necessary.

- Where appropriate, taking part in the recruitment and mentoring of other support staff within the School/Department.

- Supporting the Management on matters relating to academic staff and advising when appropriate, including assisting with management issues and the procedures of annual review and recruitment.
c) Committee Memberships

- Sitting as an advisory member on a range of departmental committees, thereby contributing to the decision-making of the Department/School.
- Servicing departmental committees, delegating where appropriate
- Overseeing the flow of information between committees, the Department and the School as necessary.
- Actively participating in the decision-making at School and Department Committee level through membership of committees and *ad hoc* working parties.
d) Student Administration

• Taking overall responsibility for the administration of the student admissions process.
• Ensuring the smooth operation of the induction programme and subsequent social programme, including weekend conferences.
• Ensuring the development of the Department’s teaching programme and in its implementation in accordance with School regulations and decisions taken by departmental committees, with particular reference to timetabling and Calendar entries.
• Orchestrating the examination process at departmental level, from the production of examination papers to the final results, in liaison with external examiners, exam board chairs and, where appropriate, support staff.

• Giving support, guidance or pastoral care where standard procedures do not always exist, and judging when to refer the individual for professional help.
e) Quality Assurance (reviews)

- Reviewing and revising working practices in accordance with the requirements of internal and external audit assessments; the Department's best practices; and School regulations relating to student and course administration.

- Contributing to and preparing departmental assessment reports for the various teaching and research assessment both at the departmental level and across units of assessment, where appropriate.
f) Public Relations

- Establishing effective liaison with the Administration.
- Taking overall administrative responsibility for departmental conference organization and delegating as appropriate.
- Participating in the marketing of the Department through the projection of its image to external bodies and prospective students through electronic and other media.
Departmental Meetings

- DVCs to lead us through issues to do with meetings in terms of:
  - Set number of meetings for a department and how to enforce
  - Adequate notice of meetings
  - Communication - can we adopt use of Emails from now onwards to communicate?
  - Can we require all staff to have an Email account and we use them to communicate?
• How are we handling our meetings? Do we keep minutes and circulate agenda before time?

• Who attends meetings? Is there a policy on attendance? Can we follow the policy?
Senate Meetings

- DVC Academic will take us through regulations governing Senate meetings and all other meetings.
- We will come up with a policy governing Senate meetings' and all other meetings':
  - Etiquette
  - Language
  - Rules on attendance
MY EXPECTATION FROM ACADEMIC STAFF. WHAT WILL I HOLD THEM ACCOUNTABLE FOR

Staff who are:

Good teachers

- Uses updated notes
- Uses Research findings to teach
- Is on time
- Does not skip lectures
- Has time in office for students to consult
- Marks in time
- Fair Assessment
MY EXPECTION FROM ACADEMIC STAFF. WHAT WILL I HOLD THEM ACCOUNTABLE FOR (Cont.)

Good Researchers
- Are looking for funding
- Are undertaking Research
- Are Publishing
- Are going to conferences
- Are coming up with patented products and services
Good Supervisors

- Supervise in time
- Read proposals promptly
- Attends defence meetings without fail
MY EXPECTATION FROM ACADEMIC STAFF. WHAT WILL I HOLD THEM ACCOUNTABLE FOR (Cont.)

Staff that:

- Participate in University activities
- Involve themselves in University work
- Support University Activities e.g. graduation etc
- Have a positive attitude towards work and university in General
ABOUT CHANGE

To bring about Change we need

Awareness
Desire
Reinforcement
Empower people (Knowledge)

Ability to Implement
3 Drivers of Change

- Customers (staff/students)
- Competition – must be alert
- Catastrophy e.g. political statement
Challenges of Change

- Sustaining Change
- Initiating Change
- Thinking outside the box
- Fear of being different
- Paradigm Paralysis

Challenges
Why people resist change

- Lack of understanding – vision, need for change.
- Comfort with the Status Quo or fear of unknown.
- Institutional History and Culture
- Opposition to new technologies and ways of doing things e.g. performance contracts.
- Fear of job loss
- Lack of skills
- Skepticism
To initiate Change Successfully use Mckinsey 7s i.e.

Focus on

**Hardware**
- Strategy
- Structures
- System

- Is it owned?
- Shared?
- Clear?
- Working?
- Bottlenecks?
- Appropriate?
- Policies?
- Responsive?
- Timely?

**Software**
- Skills
- Style – Open?
- Transparent?
- Staff Aware?
- Empowered?
- Shared values
To succeed in bringing about change:

We must work on:

- Attitudes
- Behaviour
- Expectations
- Perceptions
- Harnessing Collective Intelligence
- Creating Commitment
- Keeping focused on promised land...
Who will bring about the needed change?

- Heads of Departments
- Staff
- Students
- Deans
- Management
- All of us.
Conclusion

- To manage transition and Expected Resistance, we will all need:
  - Diplomacy of Gandhi
  - Negotiation Skills of Kissinger
  - Patience of Mother Teresa
THANK YOU