



KENYATTA UNIVERSITY

Transformational Leadership & Governance: Building Blocks for Sustainable Growth & Performance

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Introduction

- I would like to thank the organizers of this conference for inviting to present at this important convention of the International Confederation of Principals
- I am delighted to speak to an international audience of institutional leaders



About Self & About my Institution Kenyatta University



About self

- I am the Vice-Chancellor of Kenyatta University, Kenya
- I am the Chair of the Association of Commonwealth Universities (ACU)
- Vice-President of the International Association of Universities (IAU)



About KU

- Kenyatta University is among the oldest universities in Kenya
- It is the premier Teacher Training University not just in Kenya but in region.
- The student population is 70,000
- The university has 8 satellite campuses in Kenya with plan to open one in Arusha and one in Rwanda this september



Brief History of KU

TEMPLER BARRACKS
(BRITISH GOVERNMENT)

1965

KENYATTA COLLEGE

1975

KENYATTA UNIVERSITY COLLEGE
(CONSTITUENT COLLEGE OF UNIVERSITY OF NAIROBI)

1985

KENYATTA UNIVERSITY

The University celebrated its Silver Jubilee in 2010 & will celebrate 30 years of existence in November this year



- The subject of transformative leadership & governance is critical in any institutional of learning
- Transformative leadership has the potential to create sustainable growth & to enhance performance in an institution



Definitions



Governance



Constitutes the institutional organ & structure that oversees the school's strategic policy and operations



The essence of the school governance structure is to oversee all aspects of the school e.g.

- Appointments
- Ensure a strategic approach to the school's future
- Ensure compliance to legal obligations
- Monitor adherence to systems
- Undertake periodic performance



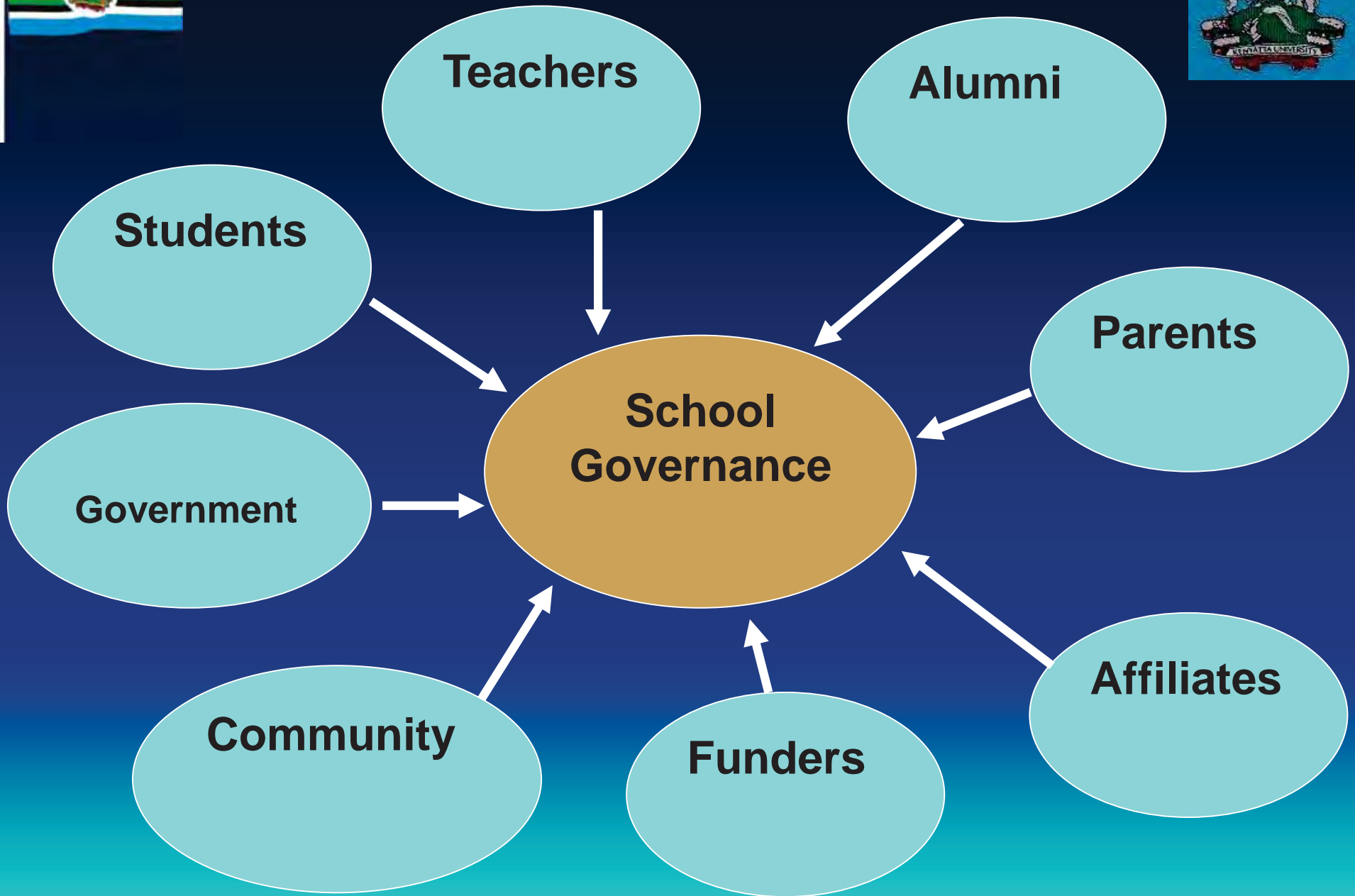
A **sustainable governance** structure should:

- Maintain a stable & effective leadership
- Underpins achievement of the school's objectives
- Is sensitive to guarding the vision & values of the school
- Is responsive to changes in the society
- Is responsive to the needs of the school's stakeholder's



A governance structure will only be effective if it acknowledges the environment & context within which the school operates which relate to the

- ❑ The school's core values, history & culture
- ❑ The objectives & strategic direction of a school
- ❑ Interests of key stakeholders i.e.
 - Students
 - Parents
 - Government
 - Staff
 - Local community
 - Funders
 - Affiliates
 - Former students





Transformation

- A process of profound & radical change that orients an organization in **a new direction** and takes it to an entirely different **level of effectiveness.**
- **NORMAL EXPECTED GROWTH IS NOT TRANSFORMATION**



Transformational Leadership

is

the process of creating, sustaining
and enhancing partnerships in
pursuit of a common vision, in
accordance with shared values



Systems Approach to Leadership

- Systems approach to leadership creates sustained growth and high performance in an institution
- It involves the change of focus from individual components to the overall system



The School as a System

Input

- Raw materials
- Books
- Laboratories
- Money
- Teachers
- Students

Throughput

- Good governance
- Leadership
- Strategic planning
- Human skill
- Transformation Process
- Creativity
- Innovation

Output

- A good school
- Improved infrastructure
- Motivated teachers
- Excellent performance
- Improved ranking

Feedback



□ Sustainable growth & transforming institutions require:

- New visions
- New strategies
- New structures
- New frames for thinking about people
- Total Quality Management (TQM)



Total Quality Management



The art of
managing the
whole to achieve
excellence



Total Quality Management (TQM)

- ❑ TQM means quality in all aspects of the school
- ❑ Quality may be defined from the criteria of achievement of students in examinations to a holistic approach of the quality of life in schools

- ❑ The system as a whole has to be taken care of
- ❑ Quality is not incidental but should be planned for and deliberate processes put in place
- ❑ Management for quality should be on a continual basis



TQM: Systems Thinking

- Institution based management for development
- Each institution comprises several sub-components
- Inter-relationship and inter-dependence
- Develop a holistic thinking
- Look at the organization as a complete organism (systems thinking)
- In schools, there are a number of sub-systems



Sub-Systems in Schools

- Sub-systems vary from one another but are interdependent
 - Finance, infrastructure: **concrete & measurable**
 - Vision, mission & goals: **abstract in nature**
 - Academic activities, students services, managing people at work: **organizational process**
 - **Communities around the school is also another subsystem**



Systems Thinking (contd.)



□ Academic Management:

- Admission
- Curriculum
- Instruction
- Co-curricular activities
- Student Assessment

- All must work in harmony as part of a system



Management of Transformation



- ❑ In institutional management, management of transformation holds the key position all over the world
- ❑ The leader of the institution occupies an important position in initiating & managing the process of transformation
- ❑ Institutional leaders such as you are accountable for institutional growth and development



Attributes of Transformational Leaders

Transforming Higher Education....Enhancing Lives



1) Visionary



- Ability to articulate a clear & consistent vision of the new system's purpose, design, operations and highlights
- Great leaders manage the present & invent the future





□ Transformative leaders know that crafting and sharing a well-developed vision can change:

- a person,
- a team,
- and ultimately an entire institution

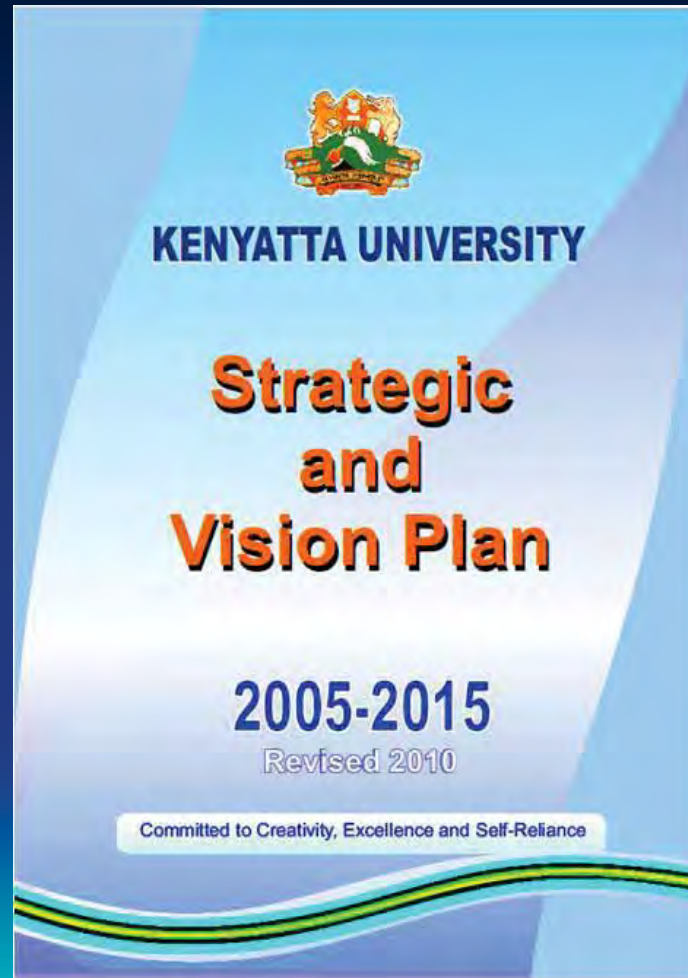
□ When a leader defines the vision & communicates it effectively, others not only see the big picture, but also see how they can contribute to the organization's mission.



Transformational
leaders do not just
think of **best**
practices, they focus
their attention on
discovering the **next**
practices



Strategic and Vision Plan (2005 – 2015)





Fundamental Statements

Vision: to be a dynamic, inclusive & competitive centre of excellence in teaching, research & service to humanity

Mission: To provide quality education & training promote scholarship, service, innovation & creativity & inculcate moral values for sustainable individual & societal development



Planning for Transformation



Vision, mission & goals

- Build up a shared and acceptable common vision, a mission and a set of goals
- What would be your school after ten years
 - After five years
 - After three years



Planning for Implementation

Vision	1 year	5 years	10 years	comments
Teacher Quality				
Student Quality				
Programmes				
Performance				
Infrastructure				
XXXX				



2) Change agents



- Doing the same things every day will not deliver new results. To change the results you are getting, you must change the things you are doing
- Without change, there is no progress
- Transformational leaders take it upon themselves to make a difference in what they are tasked with



3) Risk takers



- Transformational leaders are courageous & prudent risk takers
- In transformation, it is necessary to take risks that are:
 - Calculated
 - Intelligent
 - Manageable
- It is necessary also to have a plan B



Examples of risks taken at KU

- ❑ Adopting new Management Information Systems – Camp Vue (expensive)
- ❑ Investing in a hotel at the Coast of Mombasa – North Coast Beach Hotel
- ❑ Establishing satellite campuses around the country to enhance access
- ❑ We were the first to borrow money to help meet our targets
- ❑ Started our own construction company to do our projects



4) Lead by example



- Successful leaders practice what they preach and are mindful of their actions.
- They know everyone is watching them and therefore are intuitive about detecting those who are observing their every move, waiting to detect a performance shortfall.



Examples

- ❑ Going the extra mile as a leader & motivating colleagues to do the same
- ❑ Learning best practices and leading in implementing them
- ❑ Practicing integrity and impartiality
- ❑ Allowing for own evaluation of performance for instance in performance contracting



5) Measure & reward performance

- ❑ Not only do they review the numbers and measure performance , they are active in acknowledging hard work and efforts (no matter the result).
- ❑ Successful leaders never take consistent performers for granted and are mindful of rewarding them.



Performance Measures Drive Change

- People produce what is measured ...
- So be careful what you keep track of ...
- The better the alignment with vision and value - the more likely people will rise to the challenge





Motivation and Reward

➤ Motivation can be achieved through the following:

- Creating an encouraging atmosphere
- celebrating success
- acknowledging accomplishments



6) Believe in people

- ❑ Successful leaders know their talent pool and how to use it.
- ❑ They are experts at activating the capabilities of colleagues & knowing when to deploy their unique skill sets given the circumstances at hand
- ❑ Resist the temptation to try to excel in everything & continually invest in others' strengths



7) Maximize on team effort

- Surround themselves with the right people
- Change leaders share both the urgency and the vision with their colleagues and engage everyone in the change effort





*“Surround yourself with people
with winning attitudes & your
chance of success will be high”*

.....Richard F. Stiegele



□ The best leadership teams have people with a combination of strengths in four areas:

- Strategic thinking
- Executing
- Influencing
- Relationship building



8) Value driven

- ❑ Each transformational leader is able to articulate a set of core values and exhibited behavior that is congruent with their value positions
- ❑ Long lasting leadership transformation must begin from the inside-out
- ❑ Inner leadership precedes outer leadership



Principles & values are to people
what roots are to trees. Without
roots, when the wind blows, trees
fall. Without principles & values
people fall when they are shaken
by the gales of existence

.....Carlos Reyles



□ Leaders first need to realize the need for change, not only within their organization, but also within themselves for real transformative change to occur.



9) Positive attitude

☐ Attitude determines our approach to life

Grandfather example

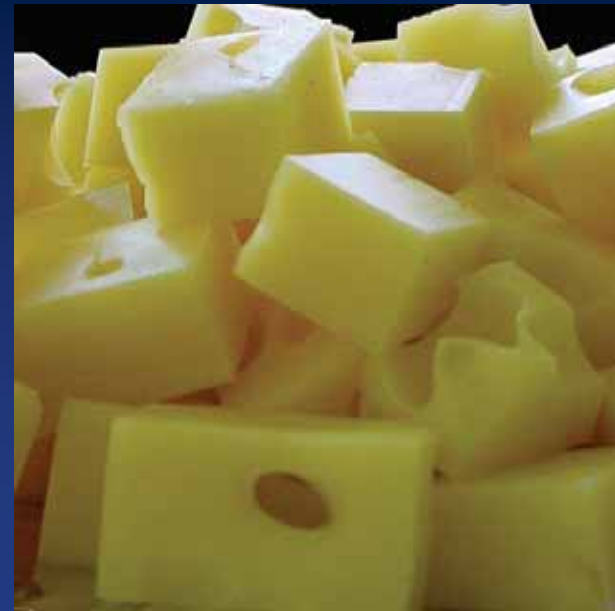
- Sleeping - taking a nap
- Grandchild – put smelly cheese on the beard
- Woke up smelling
- Went to the kitchen smelling
- Went outside still smelling

☐ **Whole world smelling**



❑ Negative attitude is like *smelly cheese*, noticed in:

- Office
- Meetings
- Home
- Wedding



❑ You will carry an attitude until you change it – you need to remove the smelly cheese!



Attitude Makes the Difference

- The plane 's attitude dictates its performance
- Our attitude too dictates how we perform



Attitude going up



Attitude going down



Why Attitude is Important

- If your attitude is excellent, you will receive excellent results.
- If your attitude is 50:50 you will receive average results.
- If your attitude is negative, you will have minimal results.



10) Lifelong learners

- ❑ Successful leaders ask questions and seek counsel all the time
- ❑ As leaders, you need to develop an agenda for improving your abilities – you stop leading when you stop reading!
- ❑ Transformational leaders constantly seek to learn new things because of their commitment to making themselves better through the wisdom of others



Examples

- At Kenyatta University, we invest in capacity building for staff & students through both locally & internationally:
 - The Regional Centre for Capacity Development
 - Centre for Teaching Excellence & Evaluation
 - Mentoring programmes
 - Directorate of E-learning



11) Problem Solve & Avoid Procrastination

- ❑ Successful leaders tackle issues head-on and know how to discover the heart of the matter at hand
- ❑ They do not procrastinate & thus become incredibly proficient at problem solving; they learn from and don't avoid uncomfortable circumstances (they welcome them)



Getting ahead in life is about doing the things that most people don't like doing.



12) Communicate urgency

- Communicate a clear sense of urgency that motivates the necessary attention and learning
- By clearly communicating expectations there is increased performance





13) Creative and Innovative

- Always think outside the box
- Believe others can also be creative
- Create a workplace that liberates this natural endowment
- Celebrate innovation and reward original thinking



14) Create Partnerships

Partnerships have the following benefits:

- Leverage funds and resources
- Help to meet targets
- Solve problems
- Build support





Characteristics of a Transformed Organization

- People - motivated
- Infrastructure - enhanced
- Services- more efficient
- Culture - changes
- Training – enhanced
- Image – enhanced
- Demand - increases



How do you know that an organization has transformed?

Positive

- Feedback from stakeholders
- Enhanced corporate image
- Appreciation by partners
- Increased benefits
- Ranking – locally & internationally
- Positive attitudes from employees
- Recognition by contemporaries

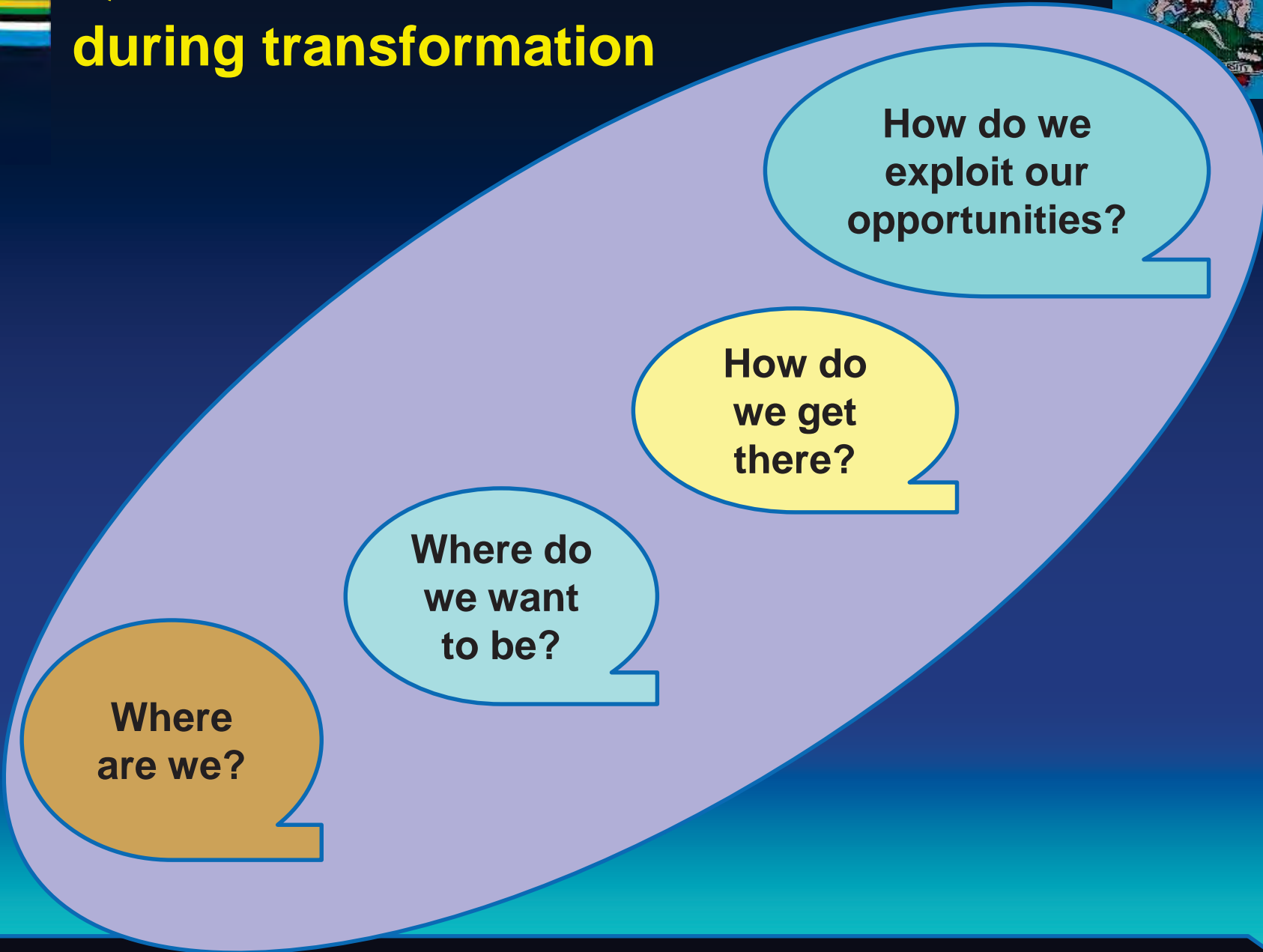


Who decides that an institution has performed?

- Clients/customers/citizens
- Stakeholders
- Partners
- International community

Note: Establish your stakeholders

Questions we need to ask during transformation



Where are we?

Where do we want to be?

How do we get there?

How do we exploit our opportunities?



Selected Transformation indicators at Kenyatta University in Selected Areas

2006 - 2014



What did we do first?

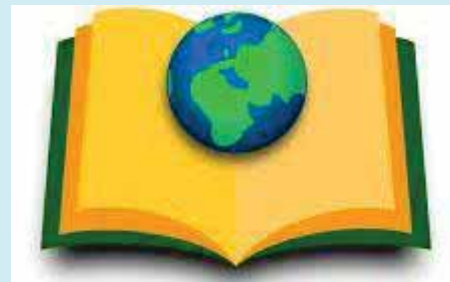
- Picked the low lying apples. What we could do immediately to resolve key issues which could not even wait for strategic planning e.g.
 - General cleanliness e.g. Bathrooms
 - The general environment
 - The hostels –repairs, beds etc
 - Food related issues
 - Human resource issues



The smallest of actions are
always better than the
noblest of intentions.
.....Robin Sharma

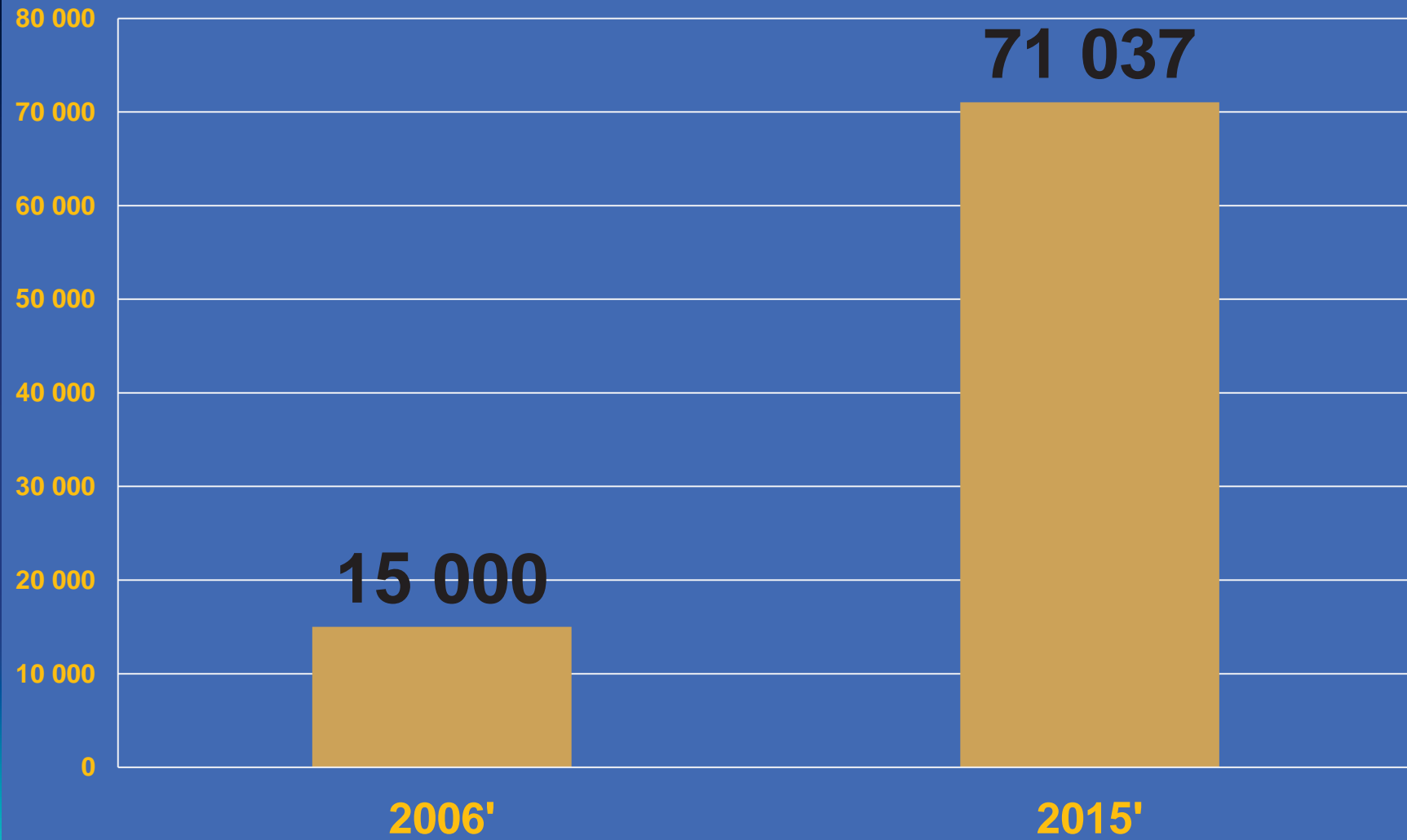


ACADEMIC INDICATORS



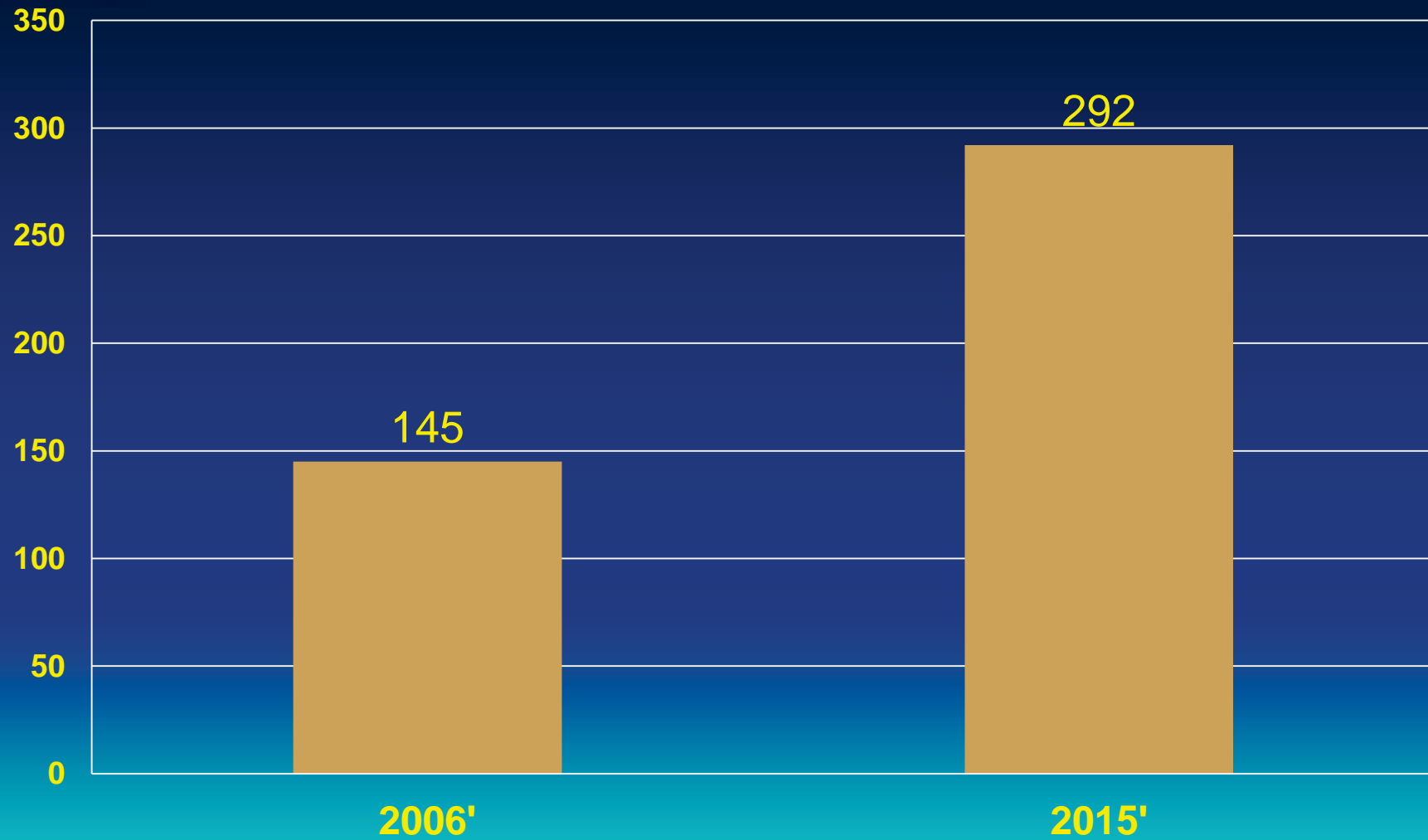


Student Enrolment, 2006-2015





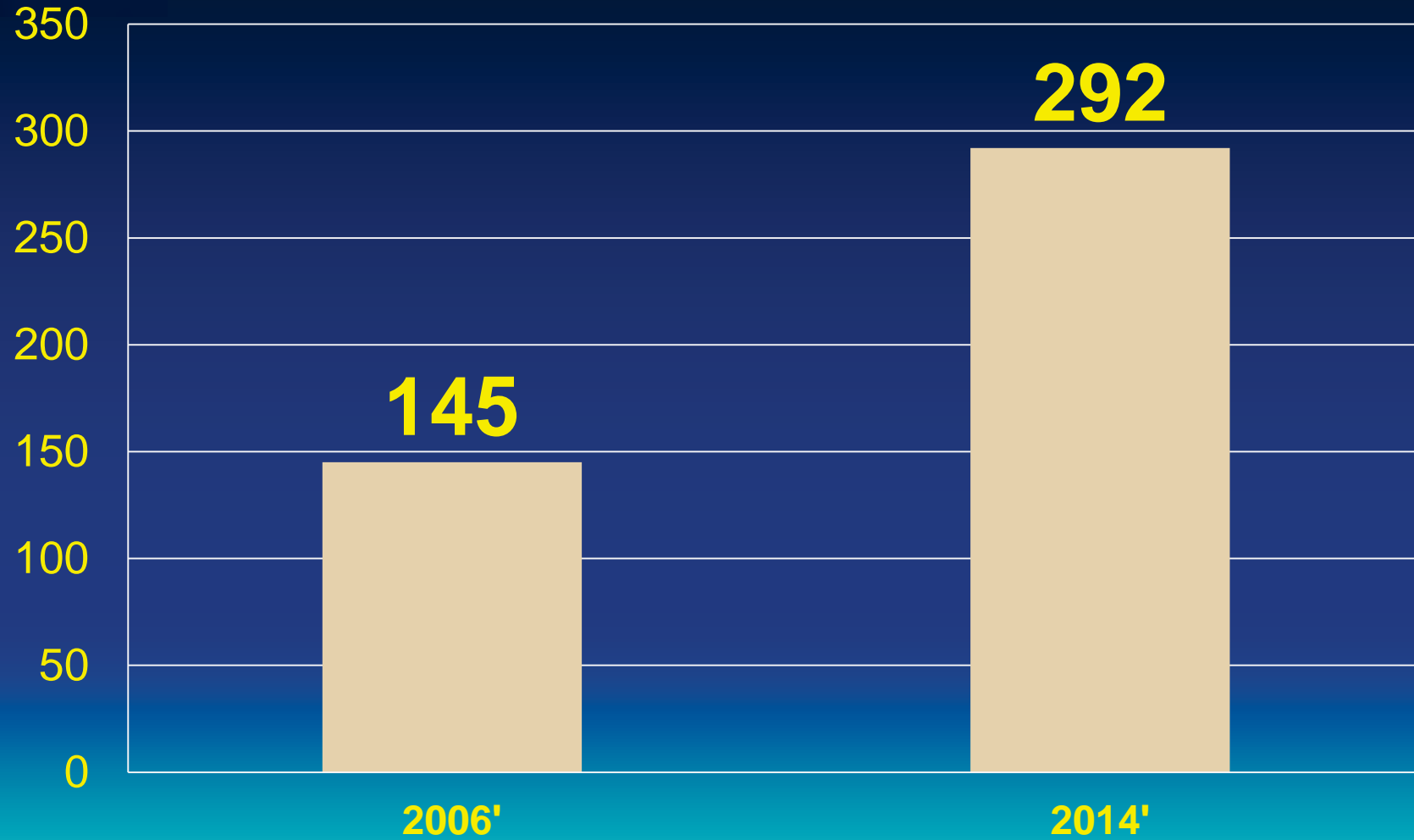
Academic Programmes, 2006-2015



100% Increase



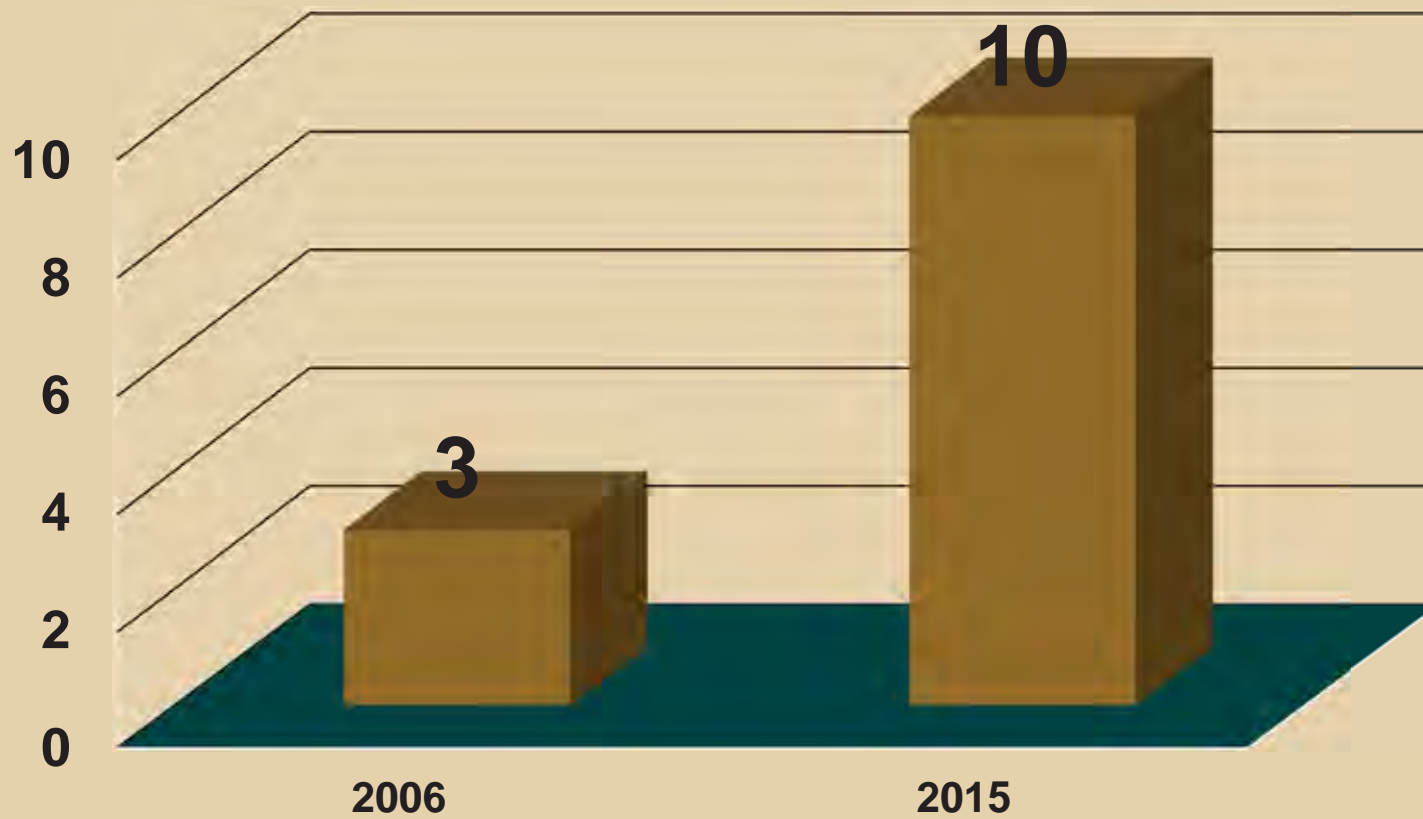
Academic Programmes, 2006-2014



100% Increase



Campuses, 2006 - 2015



233.3% Increase



Teaching & Learning Facilities

Kenyatta University ISO 9001:2000 Certified



Science Laboratories



Completed in 2008



Ole-MoiYoi Lecture Hall Complex



Completed in 2009

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Post Modern Library Building



Completed in 2011





Moot Court



Completed in 2011

To enhance teaching of Law



Completed in 2011



School of Hospitality & Tourism



Completed in 2012



Economics Building



Completed in 2013



Graduate School Building



Completed in 2014



Biochemistry Laboratories



Completed in 2014



School of Education



Under construction



School of Law





Teaching, Research & Referral Hospital Under Construction





**Phase Two
(600 beds)**



The hospital under construction will:

- **Provide specialized medical services e.g. in oncology, renal medicine & geriatrics**
- **Training of health personnel**
- **Be a referral hospital**



Children's Hospital

- ❑ Child Health is critical for economic and social development of our country
- ❑ Yet no public children hospital in Kenya except Gertrude which has 100 beds and its private
- ❑ In most public hospitals, children occupy between 20 and 25% of the beds



Children's Hospital



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MAIN ENTRANCE





Students Welfare

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Students Work Induction Programme



To link the University to Industry



Business & Students Services Centre



Completed in 2010



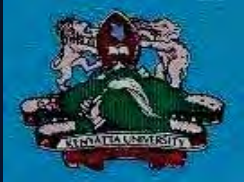
Amphitheatre



Completed in 2011



The Amphitheatre





KU FM Radio Station



A TV station will soon be opened



Recreation Centre





REC CENTRE EXTERIOR



Transforming Higher Education....Enhancing Lives



New Nyayo Hostels



Nyayo 5



Nyayo 6

Completed in 2009

Transforming Higher Education....Enhancing Lives



Towards an Entrepreneurial University to raise income & provide job opportunities to students



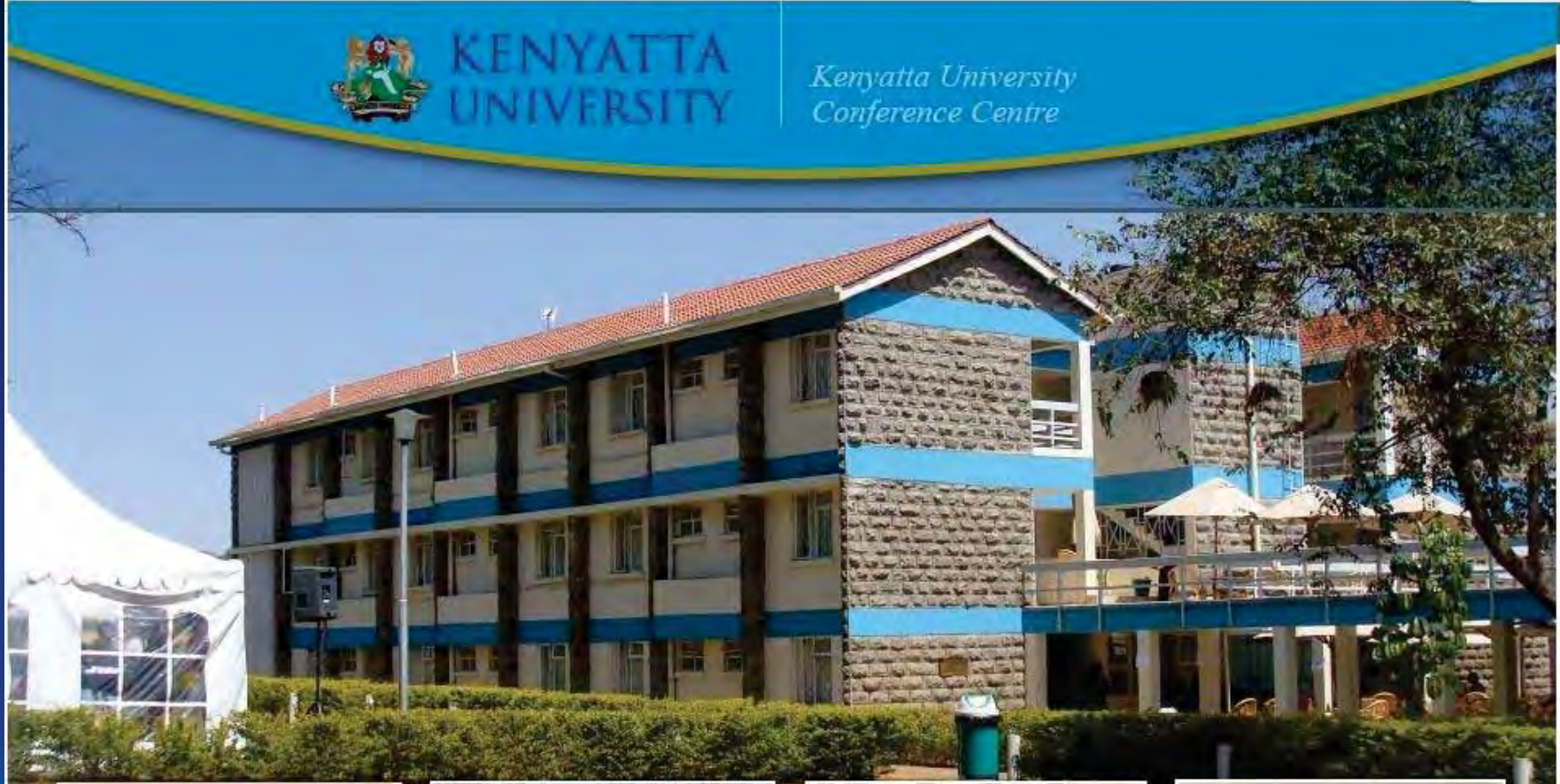
North Coast Beach Hotel





**KENYATTA
UNIVERSITY**

*Kenyatta University
Conference Centre*





Funeral Home



Completed in 2008



Kenyatta University ISO 9001:2000 Certified



Enhancing Governance and Management



Admissions' Block



Completed in 2007



The Arts Complex



Completed in 2008



Central Administration Complex





Directorate Complex



Completed in 2014

The KU Campanile



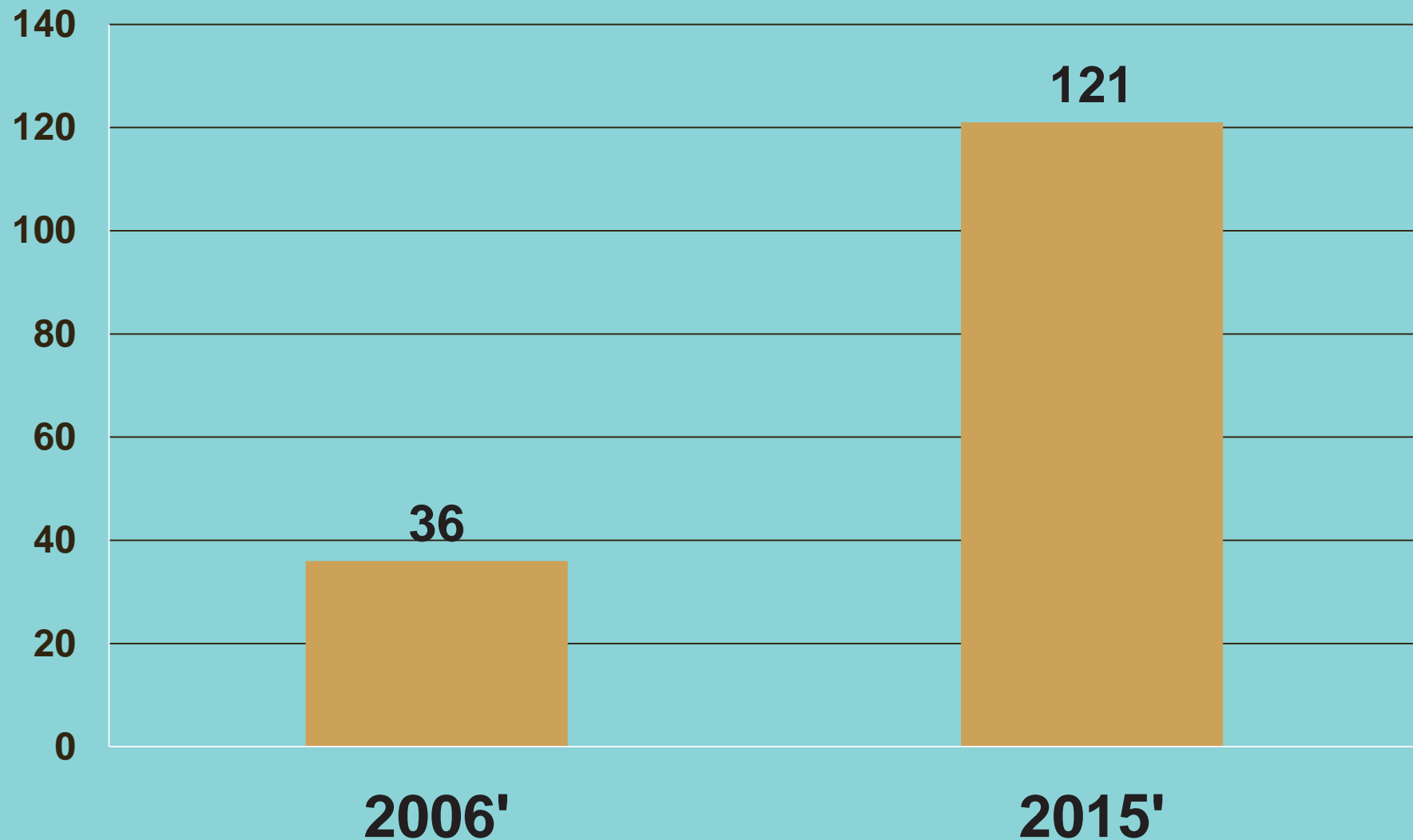
Completed in 2014



Partnerships & Internationalization



Number of Partnerships, 2006-2015







- Established in 2009, the Institute has so far graduated 2,300 students
- The University partners with Confucius Institute Headquarters, Shandong Normal University & the Chinese Embassy



Korean Language & Culture Centre



Opened on 8th April 2014



Young African Leadership Institute (YALI)

- ❑ The University is has been selected to host YALI which is going to train the Next Generation of Leaders in:
 - Civil society
 - Business & entrepreneurship
 - Corporate leadership
- ❑ YALI is supported by USAID
- ❑ YALI is a President Obama initiative to inculcate leadership skills among African youth



International Language & Culture Centre



To enhance internationalization



Registered under Section
501(C)(3) in the USA

Vision

To marshal resources to provide the University with the philanthropic assets necessary to achieve its aspirations

Mission

To inspire donors to invest in Kenya University's power to transform itself and provide equal opportunities to students to develop their abilities

Launched in 2011 in the USA



Alumni Centre



Under construction





Centre for International Programmes & Collaboration



Under construction



ICT



University Fibre Optic Network Layout



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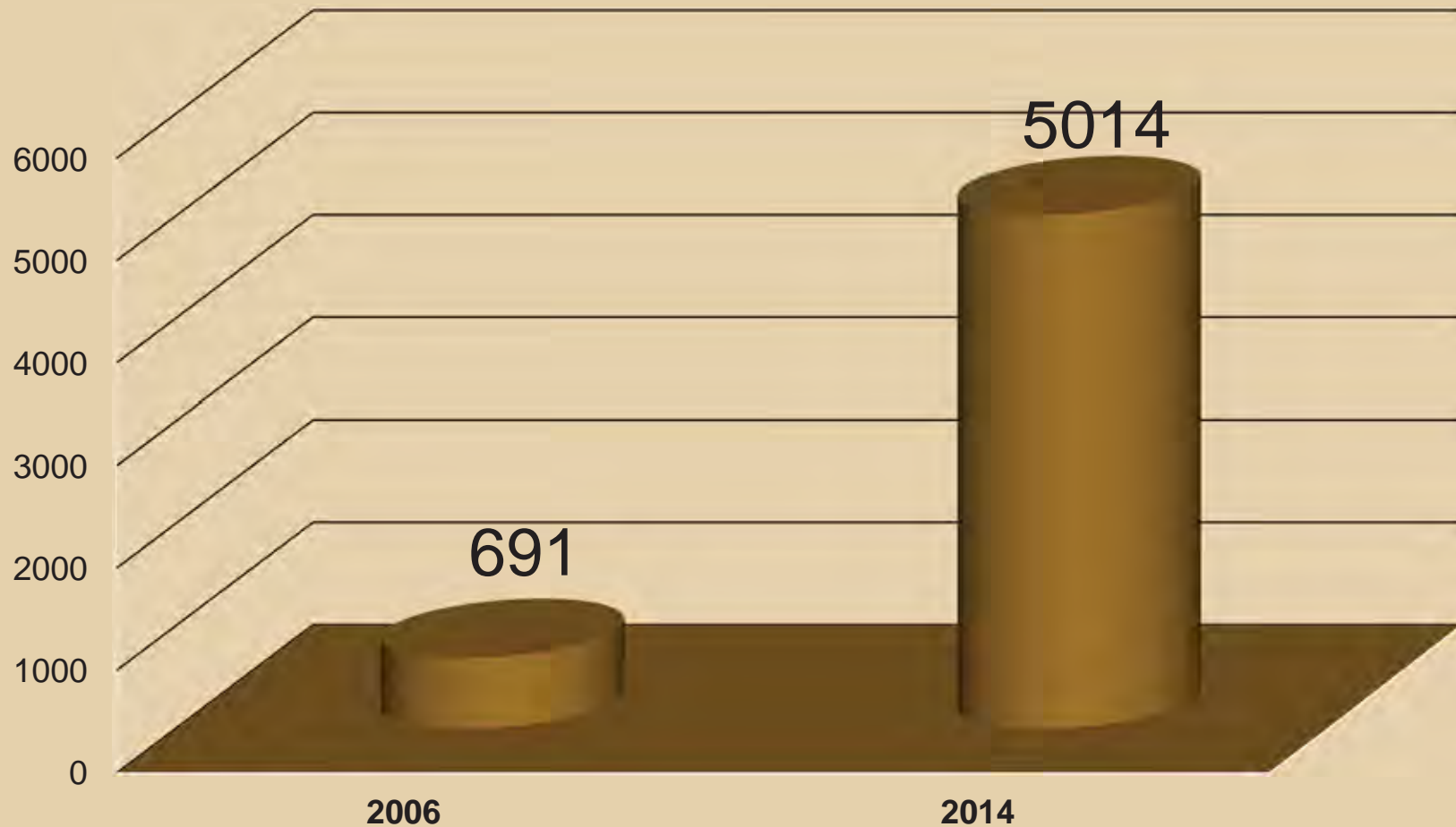


LEGEND

- KU 6 CORE FIBRE —
- KDN FIBRE ROUTE —
- LAN CABINET ●
- EXTENSION OF FOC —



Number of Computers, 2006-2014



625% Increase



600-Seater Student's Computer Centre



Completed in 2008



Critical Processes



- Organizational transformation is not a one time process but a continuous one that must be carried out periodically when need for change is recognized
- A necessary condition for success in the transformation process is the presence of a team of change champions



- ❑ It is always important to consult
- ❑ It is important also to benchmark
- ❑ Always be consistent in decision making
- ❑ Ensure that you follow laws & procedures
- ❑ Always monitor the implementation of projects carefully to ensure that the targets are being implemented



- Roll up your sleeves and be ready to be a hands-on leader. Do not wait for briefs because you can easily be misled
- Always empower people by building their capacity so that they get the necessary skills. Periodically check what they need so that they can settle without too much distractions



Always work with Urgency







Thank You