Nelson Mandela College of Government and Social Sciences
Strategic Plan 2017-2020

Mission

The mission of the Nelson Mandela College of Government and Social Sciences is to provide quality academic disciplines that equip students with knowledge and encourage critical and independent thinking. Our goal is to provide a premier education experience that prepares students for life in a democratic society nationally and globally. This goal aligns with the University mission.

Vision

We strive to elevate the College to a premier status by graduating students who will be highly productive citizens because of the value added during their matriculation in the various academic disciplines in the college.

Shared Values

In unity with the ideology of the college's eponym, the Late Nelson Mandela so eloquently stated *"Education is the most powerful weapon which you can use to change the world. The power of education extends beyond the development of skills we need for economic success. It can contribute to nation-building and reconciliation. We are steadily but surely introducing education that enables our children to exploit their similarities and common goals, while appreciating the strength in their diversity.* Based on this premise, we strive to educate our students using the principles below.

Excellence

All academic units in the college will operate in excellence moving forward. Therefore, we place high value in our students and the quality of education, tools and resources we offer them.

Accountability

We have a responsibility to meet the highest performance standards. Rising costs for higher education have become a new constant. Therefore, we have a responsibility to provide a quality product. Moving forward we will hold adjuncts, instructors and professors accountable/responsible for the quality of service they provide to our students by way of college-wide evaluations by the students they teach.

Community Engagement

As citizens of this state we have a responsibility to impact the communities. The issues of alleviating poverty, improving public health, improving public services, achieving quality education and local economic development all come to mind. Moving forward, through the respective disciplines we will work in conjunction with our local communities to effect positive change.

Ethical Practices

In every aspect of life, we have the responsibility to operate ethically. Academia is no exception. Therefore, we strive to ensure that daily ethical practices are in place within the college.

Some of the ethical practices include:

- Utilizing a personal value system that is congruent with the basic tenets of each academic discipline.
- Contribute to the development of the profession by recruiting students, retaining students, graduating students, improving professional practices and actively engaging in research.
- Continually improving your skill set and acquiring new knowledge.
- Representing the professional credentials for each respective discipline.
- Work on committees to promote the college and each respective discipline.
- Respect colleagues and work together to promote the college and institution.

Goal 1: Provide academic disciplines that educate and encourage critical independent thinking.

Strategic Objectives & Strategies

1.1 **Increase Learning Pedagogies**
   a. Challenge student learning and comprehension through activities that perpetuate thinking skills, analysis & synthesis.
   b. Utilize real world problems and situations to educate students.
   c. Cultivate a learning environment that forces students to think globally.

Timeline	Accountability	Performance Indicators
December 14, 2018	Program Leaders & Department Chairmen Academic College Dean	Output: Implement a new learning tool in courses to increase comprehension of the information being taught. i.e., Employ the case methodology of analogy approach as a learning tool. # of Departmental grants/research outputs received or submitted

1.2 **Broaden students frame of reference**
   a. Provide opportunities to learn in settings other than the classroom.
   b. Engage students in cross discipline activities within the college.

Timeline	Accountability	Performance Indicators
May 8, 2019	Program Leaders & Department Chairmen Academic College Dean	Output: Plan a collaborative assignment with another unit within the college where students in cross disciplines are to work together at a location outside of the classroom to generate the results.

1.3 **Implement a comprehensive approach to education**
   a. Foster relationships with academic advisors and students within the units to regularly assess their matriculation
   b. Develop education strategies that improve long-term educational outcomes.
   c. Utilize modern progressive resources and instructional tools to reach and teach

Timeline	Accountability	Performance Indicators
December 14, 2018	Program Leaders & Department Chairmen Academic College Dean	Output: To build a rapport with students and ensure we are providing superior service in the respective disciplines. Each semester every student should have documented proof of advising, matriculation assessment and

		career planning session that is dated and signed by both the student and the advisor. Units should generate a document to record the visit and have students sign the record when they are advised.

Goal 2: Equip students with the knowledge necessary to compete with others in their respective disciplines.

Strategic Objectives & Strategies

2.1 Develop student geared academic plans within the units that are based on logic relative to each discipline.

a. Utilize faculty to create learning structures that are student based but yield human growth and professional development.
b. Strengthen the instructor/professor relationship with students to create stronger learning communities.
c. Encourage an environment that yields to a simple principle: listening. If instructors listen to their students, they can learn how best to educate them.

Timeline	Accountability	Performance Indicators
December 14, 2018	Program Leaders & Department Chairmen Academic College Dean	Output: Each unit should host a forum each semester for its majors. The goal of the forum should include goals to succeeding in the program, available resources and learning tools and address student questions. Utilizing this process will ensure that there is a rapport with the educators in the discipline and that the unit is making a concerted effort to aid in the student's success and retain its students.

2.2 Broaden the scope of professional development activities.
a. Implement cross-functional teams within the college that work collectively as a resource/support unit for students.
b. Provide opportunities to showcase the college's students to local, state and federal agencies.
c. Utilizing discipline respective individuals implement programmatic assessment tools that evaluate the alignment of what is being taught within the program and what is relative in today's market. Increase recruitment and retention of students

Timeline	Accountability	Performance Indicators
May 8, 2019	Academic College Dean	Output: Program leaders and department chairmen should work together to plan a college wide student professional development activity

		.each semester. Each program must show strategies for recruiting and number recruited. Activity Suggestions: Student showcase to potential agencies, Interviewing skills workshop Guide to Resume Development The Importance of Oral Communication The Importance of Written Communication

Goal 3:   Construct a climate that encourages and supports through partnership programs that are community based.

Strategic Objectives & Strategies

3.1   Engagement is key. Without engagement it is impossible to get involved.
     a.   Utilize faculty and students to create local networks of community members.
     b.   Use the networks created to communicate and work towards common goals.
     c.   Create opportunities to discuss concerns.
     d.   Create effective solutions to multi-dimensional problems.

Timeline	Accountability	Performance Indicators
May 8, 2019	Academic College Dean	Output: The College Dean will establish a committee. Program Leaders and Department Chairmen should meet with a community organization to address relative matters that impact both our campus and the community. The information exchanged shall be submitted to the newly established Nelson Mandela College of Government Community Liaison Committee. The submission should include the following: the organization's name, their contact information, the name of the person you met with, a little background or biographical information on the organization, the informant's position within the organization, the issues discussed and any recommendations you have for future actions.

3.2   Utilize education as a resource to empower the community.
         a.   Engage in research with students to assist with community programs
         b.   Providing information assists with informed decisions and new perspectives.

Timeline	Accountability	Performance Indicators
May 8, 2019	Program Leaders & Department Chairmen Academic College Dean	Output: Utilize students in community research and program efforts. This may also include recruitment efforts.

Goal 4:   **Utilize technology to incorporate student assessment tools for use in future course development, learning mechanisms and evaluation of educators/ learners.**

Strategic Objectives & Strategies

4.1   Utilize technology to create assessment tools.
         a.   Create cross discipline pods to research available technology options
         b.   Align the pod/committee such that unbiased data collection is the goal.
         c.   Prioritize areas to assess
         d.   Develop the instrument
         e.   Test the instrument
         f.   Modify the instrument if needed
         g.   Implement the instrument for data collection

Timeline	Accountability	Performance Indicators
May 8, 2019	Academic College Dean	Output: Work with the university information technology staff to select a software that the university already owns that we may utilize to generate an electronic assessment tool for the college. Program leaders and department heads should make recommendations regarding assessment areas and structure of the tool. A representative from each discipline will be used to forma the committee that will design the unbiased instrument. Run a test sample of the instrument with a multidiscipline group of students from the college. After testing make any modifications needed and prepare for implementation. The assessment tool shall be used each semester to assess course instructors and the academic unit.

4.2   **Utilize the data.**
   a.   Once the data has been collected and analyzed use the results to make changes in the current structure across the disciplines.
   b.   Create review criteria and expectations.
   c.   Share with each unit the results of the data collected.
   d.   Afford them the opportunity to create an action plan.
   e.   Review the proposed action plan and implement it with the necessary additions.

Timeline	Accountability	Performance Indicators
May 8, 2019	Program Leaders & Department Chairmen Academic College Dean	Output: Using the data obtained from the instrument submit departmental recommendations for improvement. The recommendations must be approved by the department head and the college dean. Upon approval, the recommendations should be implemented the following semester.

4.3   **Create courses based on current market trends for the respective disciplines.**
   a.   Review current offerings within each discipline
   b.   Modify curriculums to align with market needs and accreditation standards.
   c.   Create new courses that align with discipline market needs and accreditation standards.

Timeline	Accountability	Performance Indicators
May 8, 2019	Program Leaders & Department Chairmen Academic College Dean	Output: To ensure premier education is being provided to our students' department heads of the respective disciplines are expected to review the market trends and align the unit's curriculum based on the needs of the market. This includes new course structure and development. Suggested modifications with supporting rationale should be submitted to the college dean for review and approval.

Goal 5:   **Utilize assessment tools and the data obtained from the assessments to make administrative and operational decisions thereby improving the college.**

Strategic Objectives & Strategies

5.1   **Positively solicit responses from students in the evaluation and improvement of service process.**

   a.   Create cross-discipline pods/groups to develop an instrument for collecting the data.
   b.   Review current process -strengths and weaknesses
   c.   Implement the new instrument throughout the college

Timeline	Accountability	Performance Indicators
May 8, 2019	Academic College Dean	Output: The college dean will select a representative from each discipline to serve on the College Evaluation Committee. The committee will be charged with developing an instrument for students to assess their college, department and instructors, as well as, their overall university experience.

5.2   Utilize the data.

    a.   Once the data has been collected and analyzed use the results to make changes in the current structure.

    b.   Create review criteria and expectations.

    c.   Develop operational processes that are responsive.

    d.   Implement changes that are commensurate with the data collected

Timeline	Accountability	Performance Indicators
May 8, 2019	Academic College Dean Academic Affairs	Output: Implement changes respectively as needed. Share the results with Academic Affairs.