STRATEGIC PLAN

COLLEGE *of* CHARLESTON

MISSION

Founded in 1770, the College of Charleston is a public university grounded in the principles of the liberal arts and committed to developing ethically centered, intellectually versatile and globally fluent citizens who create innovative solutions to social, economic and environmental challenges.

VISION

The College of Charleston will be a transformative national university redefining liberal arts education through innovation.

CORE VALUES

Integrity: We take accountability for our actions and adhere to the highest ethical standards in all our professional obligations and personal responsibilities. We demonstrate respect for self, others and place.

Academic Excellence: We are committed to a dynamic intellectual community, high academic standards, strong academic programs, exceptional teacher-scholars, engaged students and lifelong learners.

Liberal Arts Education: We encourage intellectual curiosity and foster each student's ability to think creatively and analyze, synthesize, apply and communicate knowledge from many sources.

Diversity, Equity & Inclusion: We create and nurture a diverse and inclusive community demonstrated through our thoughts, words and actions. We value and respect the unique perspectives, backgrounds and experiences every individual has to offer.

Student Centeredness: We are devoted to nurturing thriving scholar-citizens through the intellectual, ethical and social development of each individual student.

Innovation: We act with an entrepreneurial spirit to imagine and implement creative, bold and sustainable solutions in our pursuit of excellence and continuous improvement.

Public Mission: We demonstrate social responsibility in meeting the educational and professional needs of our community, our state, our nation and the world.

STUDENT EXPERIENCE & SUCCESS

Ensure an effective support system that increases retention and graduation rates and enables students to learn and grow in every aspect of their College experience, preparing them to work and lead in a globally connected world.

Strategies:

Enhance and provide easy, centralized access to academic support resources (e.g., advising, mentoring, career prep, workshops, scholarships).

Bolster quality of and access to physical, emotional, social and financial wellness services.

Upgrade and maintain physical facilities to enable and foster effective learning and well-being.

Recruit, retain and graduate greater numbers of underrepresented minority and first-generation students.

Create a welcoming and inclusive environment where all students feel they belong.

Example success metrics:

- Five-year retention rate (87% by 2026)
- Graduation rate (61% Four-Year, 70% Five-Year, 72% Six-Year by 2026)
- % of URM and first-generation students in student population
- Facilities condition index (FCI)
- # of students receiving financial assistance
- Decrease in # of discriminatory incidents

ACADEMIC DISTINCTION

Become ranked as a national university distinguished by our innovative liberal arts core and high-achieving students and alumni.

Strategies:

Establish an integrated, interdisciplinary, experiential liberal arts core that equips every student to succeed academically and professionally in a globally connected world.

Attract and enroll more highly-qualified, civic-minded and intellectually curious students.

Identify and develop signature undergraduate, master's and doctoral programs and institutes that will advance our profile as a national university.

Make experiential learning a differentiator of the College of Charleston educational experience.

Support and incentivize faculty to lead the way in implementing innovative teaching models and practices and contributing to cutting-edge thought leadership and research in their respective fields.

Example success metrics:

- Carnegie classification and national rankings
- New program enrollment
- Admissions selectivity
- Nationally recognized institutes, speaker series, etc.
- % of students having participated in experiential learning opportunities upon graduation
- Student success outcomes (e.g., graduation, retention)
- Faculty success outcomes (e.g., redesigned curriculum, publications and research)

EMPLOYEE EXPERIENCE & SUCCESS

Create an inclusive workplace that inspires excellence and innovation resulting in a thriving faculty and staff community.

Strategies:

Address compensation, salary compression and cost of living.

Recruit, retain and promote more women and underrepresented populations into faculty, staff and management positions.

Invest in faculty and staff learning and development to foster professional growth, leadership and lifelong learning.

Recognize and encourage efficiencies and innovations in programs, processes and procedures.

Create a sense of purpose and belonging for all.

Example success metrics:

- Improve ranking on Great Colleges to Work For list
- Staff & faculty retention
- % of staff and adjuncts receiving non cost-of-living pay raises
- % of URM faculty and staff
- Promotions for URM and women
- Participation in professional development opportunities

CROSS-CUTTING COMMITMENTS

Foster a culture of innovation to create sustainable solutions: Assess, adjust and establish policies, programs and incentives to encourage and enable innovation and continuous improvement in how faculty, staff and students teach, learn and lead.

Advance our commitment to diversity, equity & inclusion: Refresh and implement the University's Diversity & Inclusion Plan (e.g., education, programs, accountabilities, and metrics) in order to drive noticeable improvement in creating a campus culture where everyone feels they belong.

Cultivate impactful strategic partnerships: Establish a central office to help forge, facilitate and foster high-impact strategic partnerships across campus with industry, educational institutions, local and state government, and community organizations in order to advance our mission, vision and strategic priorities.