Mission - DRAFT

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 - DRAFT

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

• **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.
**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.

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**Values**
- Integrity
- Academic Excellence
- Liberal Arts Education
- Diversity, Equity & Inclusion
- Student-Centeredness
- Innovation
- Public Mission

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**Foster a Culture of Innovation to Create Sustainable Solutions**

**Advance our Commitment to Diversity, Equity & Inclusion**

**Cultivate Impactful Strategic Partnerships**
DRAFT Strategic Plan

Student Experience & Success

Overarching Goal: 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:
1. Enhance and provide easy, centralized access to academic support resources (e.g., advising, mentoring, career prep, workshops, scholarships).
2. Bolster quality of and access to physical, emotional, social and financial wellness services.
3. Upgrade and maintain physical facilities to enable and foster effective learning and well-being.
4. Recruit, retain and graduate greater numbers of underrepresented minority and first-generation students.
5. 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

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

Strategies:
1. Establish an integrated, interdisciplinary, experiential liberal arts core that equips every student to succeed academically and professionally in a globally connected world.
2. Attract and enroll more highly-qualified, civic-minded and intellectually curious students.
3. Identify and develop signature undergraduate, masters and doctoral programs and institutes that will advance our profile as a national university.
4. Make experiential learning a differentiator of the College of Charleston educational experience.
5. 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

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

Strategies:
1. Address compensation, salary compression and cost of living.
2. Recruit, retain, and promote more women and underrepresented populations into faculty, staff and management positions.
3. Invest in faculty and staff learning and development to foster professional growth, leadership and lifelong learning.
4. Recognize and encourage efficiencies and innovations in programs, processes and procedures.
5. Create a sense of purpose and belonging for all.

Example success metrics:
- Improve ranking on Great College 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

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.
Student Experience & Success

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

Strategy 1:
Enhance and provide easy, centralized access to academic support resources (e.g., advising, mentoring, career prep, workshops, scholarships).

Strategy 2:
Bolster quality of and access to physical, emotional, social and financial wellness services.

Strategy 3:
Upgrade and maintain physical facilities to enable and foster effective learning and well-being.

Strategy 4:
Recruit, retain, and graduate greater numbers of underrepresented minority and first-generation students.

Strategy 5:
Create a welcoming and inclusive environment where all students feel a sense of pride and belonging.

Potential Initiatives for Implementation

- Create the training and operational support to ensure personalized academic advising at the program & department level
- Strengthen peer advising and mentoring
- Implement Student Success & Retention CRM tool
- Create a campus culture that ensures all faculty & staff are fully engaged in promoting student success and retention
- Create central landing page on website for all student support resources
- Optimize staffing and service performance levels for health and counseling services; benchmark with other schools
- Develop action plan to enhance and expand health and counseling services
- Strengthen programming and resources for drug & alcohol abuse issues, sexual misconduct, etc.
- Enhance fitness and recreation opportunities for students
- Review state of financial assistance for students in need; create a student financial wellness center; offer GenEd course on financial wellness
- Develop, communicate and implement annual capital renewal plans designed to improve student learning, wellness and pride
- Assess/improve general accessibility throughout campus (elevators, etc.)
- Adapt classrooms to be more modular for innovative teaching methods
- Create intentional gathering spaces for students, faculty and staff that promote collaboration and community with internal and external participants
- Increase access to and reliability of technology resources (e.g. wi-fi access, hardware, software, etc.) to provide high-quality learning experiences both on and of campus.
- Implement mandatory education on DEI best practices for all faculty and staff (HR, bystander intervention, curricular integration, etc.)
- Increase philanthropy for scholarships and programs designed to support URM and first-generation students
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- Assess how discriminatory acts are dealt with and expand resources and programming to address accordingly
- Expand resources for disability services
- Create diverse cohorts so students interact academically and socially to broaden perspectives
- Nurture a vibrant campus culture by providing opportunities for students to engage in athletics, arts and cultural programming, and extracurricular activities
- Enhance and sustain a comprehensive and competitive Division I athletics program that inspires pride in and support for the College and its mission
- Cultivate strong connections with College alumni
**Academic Distinction**

**Overarching Goal:** Become ranked as a national university distinguished by our innovative liberal arts core.

<table>
<thead>
<tr>
<th>Strategy 1: Establish an integrated, interdisciplinary, experiential liberal arts core.</th>
<th>Strategy 2: Attract, enroll, and nurture intellectually curious, academically talented and civically-minded students.</th>
<th>Strategy 3: Identify and develop signature undergraduate, masters and doctoral programs and institutes that will advance our profile as a national university.</th>
<th>Strategy 4: Make experiential learning a differentiator of the College of Charleston educational experience.</th>
<th>Strategy 5: Support and incentivize faculty to lead the way in implementing innovative teaching models and contributing to cutting-edge research.</th>
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<tbody>
<tr>
<td><strong>Potential Initiatives for Implementation</strong></td>
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| • Form a multi-disciplinary, cross-functional task force to reimagine the liberal arts core curriculum / experience. Key considerations:  
  o The Cs: Communication, Critical Thinking, Creativity, Collaboration, Cultures, Connections, Comparisons, and Communities  
  o Technical/digital literacy  
  o Global mindset, leadership, and sustainability  
  o Interdisciplinary, integrated, and experiential learning  
  o Diversity, Equity, Inclusion – built into curriculum and pedagogy  
  • Explore new models for collaboration and co-location to engage industry partners in the learning experience  
  • Differentiate current and future professional programs by their link to the liberal arts and promote these differences | • Form an Enrollment Planning Advisory Group to create a campus-wide approach to enrollment management  
• Enhance recruitment strategies focused on the early identification and successful enrollment of targeted students from high schools domestically and abroad  
• Build a data-informed admissions rubric based on the criteria defined by the Advisory Group  
• Create new and enhance existing merit scholarship programs that allow us to compete successfully for students we believe will most fully embrace and leverage the College’s academic, professional and personal development opportunities  
• Review the current structure of the Honors College and determine strategic changes that will ensure its impact on increasing selectivity and positioning the College of Charleston for national preeminence | • Outline and utilize an inclusive, collaborative, data-informed process to identify undergraduate, masters and doctoral programs and institutes that we want to develop (new) or expand (existing)  
  o Leverage market data and strategic partnerships to inform the identification and development of relevant, quality programs that will address high-demand workforce needs and differentiate the College from other programs in the market  
  o Identify doctoral programs that will qualify the College as a national university  
  o Build on our strengths and expertise within existing undergrad/grad programs to establish or expand signature programs  
  o Leverage our cultural and historical environment to inform program expansion and development  
  • Emphasize, promote and continue to build areas of thought leadership to raise our national reputation and profile (e.g., institutes, speaker series, research, program/course offerings, experiential learning, strategic partnerships) | • Integrate experiential learning opportunities into the redesigned Liberal Arts core  
• Increase and enhance global experiential learning opportunities (e.g., study abroad, international exchanges, cultural events/programming) and incentivize broad participation  
• Strongly encourage and incentivize every student to have completed at least one experiential learning opportunity before graduation  
• Provide support (e.g., scholarships, advising) to students who need assistance to participate | • Establish a Center for Faculty Development and Teaching Excellence  
• Implement mandatory education on DEI best practices for all faculty and staff (HR, by-stander intervention, curricular integration, etc.)  
• Invite external leaders from the community and industry to both teach and participate in the Center for Faculty Development to encourage “learning together” and the cross-pollination of best practices, ideas, partnerships, problem solving, etc.  
• Establish more holistic Tenure & Promotion process that values both instructional and non-instructional contributions |
### Employee Experience & Success

**Overarching Goal:** To create an inclusive workplace that inspires excellence and innovation resulting in a thriving faculty and staff community.

|----------------------|----------------------|----------------------|----------------------|----------------------|
| Address compensation, salary compression and cost of living. | Recruit, retain, and promote more women and underrepresented populations minorities 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 welcoming and inclusive environment where all faculty and staff feel a sense of purpose and belonging.

### Potential Initiatives for Implementation

- Conduct compensation study and compare to local institutions and peer universities
- Establish standards around compensation increases based on enrollment growth and institutional productivity
- Explore other benefits outside traditional compensation to address concerns around cost of living
- Establish mentoring program for underrepresented professionals on campus
- Institute mandatory education on DEI best practices for all faculty and staff (HR, bystander intervention, curricular integration, etc.)
- Establish faculty and staff affinity groups and/or professional cohorts for underrepresented populations
- Review entire hiring process to generate more diverse applicant pools, better train search committees about unconscious bias and ultimately increase the number of underrepresented employees
- Continue to invest in staff development program and set standards for continued professional development for all staff
- Consider a staff training program that allows for courses outside the College
- Expand staff training to the state allowed two courses / semester
- Establish a faculty and staff lunch and learn series
- Establish a Center for Faculty Development and Teaching Excellence (see Academic Distinction, strategy 4)
- Create and facilitate mandatory management leadership training for all new supervisors, managers, and Department Chairs to include general leadership and change management leadership principles
- Institute recognition program to encourage faculty and staff to develop and implement innovative and experiential teaching methods
- Institute process audit to streamline, clarify, and improve campus-wide processes
- Adopt a budget model that allows for transparent budget development and bases funding decisions that reward growth, efficiency and innovation
- Create intentional gathering spaces for students, faculty and staff that promote collaboration and community with internal and external participants
- Institute mandatory education on DEI best practices for all faculty and staff (HR, bystander intervention, curricular integration, etc.)
- Better advertise and/or improve faculty and staff recognition program
- Assess communication channels and implement practices for more effective, regular, and transparent communication among faculty, staff, and administrators
- Establish a weekly “common hour” across campus for culturally and academically enriching events and dialogue
- Institute holistic health and wellness policies to support faculty and staff well-being