

COLLEGE of
CHARLESTON

Office of Institutional Diversity

2017-2022



Strategic Plan

Office of Institutional Diversity
College of Charleston
2017-2022



Strategic Planning at the College of Charleston

The College of Charleston's future will be driven by an unwavering commitment to our faculty, students, staff, and the structures—physical, curricular, and financial—that will foster their success.

Strategic Planning is a systematic process, one that builds commitment to priorities essential to mission-critical work. Strategic planning establishes the guideposts that chart the journey toward excellence and provides opportunities to assess the steps along the way. Strategic planning also helps ensure that the university remains vital, sustainable, and accountable.

All strategic planning at the College of Charleston is founded in the overarching principles of the institution's mission, core purpose, and values.

College Mission Statement

The College of Charleston is a state-supported comprehensive institution providing a high quality education in the arts and sciences, education and business. The faculty is an important source of knowledge and expertise for the community, state, and nation.

Consistent with its heritage since its founding in 1770, the College retains a strong liberal arts undergraduate curriculum. Located in the heart of historic Charleston, it strives to meet the growing educational demands primarily of the Lowcountry and the state and, secondarily, of the Southeast. A superior undergraduate program is central to the mission of the College of Charleston. As a prominent component of the state's higher education system, the College encourages and supports research.

In addition to offering a broad range of baccalaureate degree programs, the College incorporates the University of Charleston, South Carolina (UCSC), established by state statute in 1992, which serves as a research institution where the graduate and research programs associated with the College are housed. UCSC provides master's degree programs and anticipates offering a limited number of doctoral degrees should location and need warrant. The College also provides an extensive credit and non-credit continuing education program and cultural activities for residents of the Lowcountry of South Carolina.

The College of Charleston seeks applicants capable of successfully completing degree requirements and pays particular attention to identifying and admitting students who excel academically. The College of Charleston serves a diverse student body from its geographic area and also attracts students from national and international communities. The College provides students a community in which to engage in original inquiry and creative expression in an atmosphere of intellectual freedom. This community, founded on the principles of the liberal arts tradition, provides students the opportunity to realize their intellectual and personal potential and to become responsible, productive members of society.

College Core Purpose

To pursue and share knowledge through study, inquiry and creation in order to empower the individual and enrich society.

College Values

- **Academic excellence** that furthers intellectual, creative, ethical and social development through a broad range of programs centered on the liberal arts and sciences.
- **Student-focused community** that embraces mutual respect, collaboration and diversity for the welfare of the individual and the institution.
- **The history, traditions, culture and environment of Charleston and the Lowcountry** that foster distinctive opportunities for innovative academic programs and relationships that advance our public mission in the city of Charleston, the state of South Carolina and the world.

Unit Mission

The Office of Institutional Diversity (OID) is committed to supporting the College of Charleston in creating and sustaining a vibrant learning, working and living campus community. OID works independently and collaboratively to create programs, workshops, and initiatives designed to improve or enhance the cultural competency and fluency of the College's students, faculty and staff.

Unit Vision

Our vision is to transform our campus community into an inclusive living, learning and working environment where students, faculty and staff are affirmed regardless of their ethnicity, gender, sexuality, religion, ability or place of origin.

Unit Values

- Transformation through innovation
- Embrace and create change
- Service through teamwork
- Integrity in what we do
- Courage to have freedom
- Collaborative action
- Authenticity and awareness

SWOT Analysis

	Helpful (to achieving the objective)	Harmful (to achieving the objective)
Internal Origin (attributes of the organization)	<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • Internal relationships/office environment • Small staff size/staff dynamic • Creative, engagement staff (i.e.; outdoor programming) • Communication skills • Constant communication/reflection • Open to learning (staff) • Respectful and resourceful staff • Leadership 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • Vacant position creates and unknown • Work volume • Marketing and promotion to wide audiences
External Origin (attributes of the environment)	<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • City grants/national grants • Fundraising • Community visibility • National political climate to guide programming 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • National political climate

Trade-Offs

Unit Goals

Goal 1: ACCESS

Create means for students to enter into academic opportunities that lead to financial stability, good academic standing, retention, and graduation.

Goal 2: EQUITY

Implement and encourage fair treatment for all faculty, staff, and students in response to unfair treatment in the past that has led to disproportionate outcomes.

Goal 3: INCLUSION

Create opportunities for self-identified students especially URM to find purpose and meaning within the campus community academically and socially.

Unit Strategies

Goal 1

Programming, workshops, and other initiatives

Goal 2

Programming, workshops, and initiatives

Goal 3

Programming, workshops, and other initiatives

Strategic Planning: Measuring Progress

Outcome	Measures (KPI)	Targets	Tactics (Action items)	Budget	Division/Unit/School Goal Supported
A specific, clear and measureable statement that describes how progress will be made towards achieving the goal.	Measures are quantifiable and assess progress towards unit goals.	Targets provide the expected or predicted success level of a measure.	Tactics are the means (or action items) by which a strategy is carried out.	The budget information should include any requests for recurring or non-recurring funds, lines requested; then report out at the end of the year how much was received and how it was allocated.	This demonstrates the alignment of outcomes to unit goals.