



UNIVERSITY OF  
CHARLESTON

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STRATEGIC PLAN  
— Spring 2020

# THE MISSION

of the University of Charleston is to educate each student for a life of productive work, enlightened living, and community involvement.

## GOALS

The University is focused on three primary goals:

- **Recruiting.**  
Improve and expand our recruiting efforts.
- **Retention.**  
Increase our first year retention as well as graduation rates.
- **Revenue.**  
Grow revenue, both tuition and other, through innovative, market-driven programs.

### Productive Work

The University prepares students to contribute to society immediately and throughout their lives. Their work will vary tremendously, but the hope is that each graduate will improve his or her world. "Productive" work isn't defined by the acquisition of great material gain for the graduate alone, but by the positive impact of the work on the graduate's community and world.

### Enlightened Living

College graduates must own a broad range of knowledge to thrive in modern society. Graduates should be scientifically, economically, politically, aesthetically, and culturally literate. They should have a sense of history and shared values, and a commitment to moral purpose and personal character.

### Community Involvement

Finally, the University attempts to develop within every student a commitment to community involvement. The foundation of our democratic society rests on community involvement, so we want graduates to take leadership responsibility and initiative in shaping organizations, institutions, and communities.



## CORE VALUES\*

### We Are **STUDENT FOCUSED**

- We enable our students' success.
- We celebrate their accomplishments.
- We champion and endorse our diversity.
- We live our mission.

### We Have **INTEGRITY**

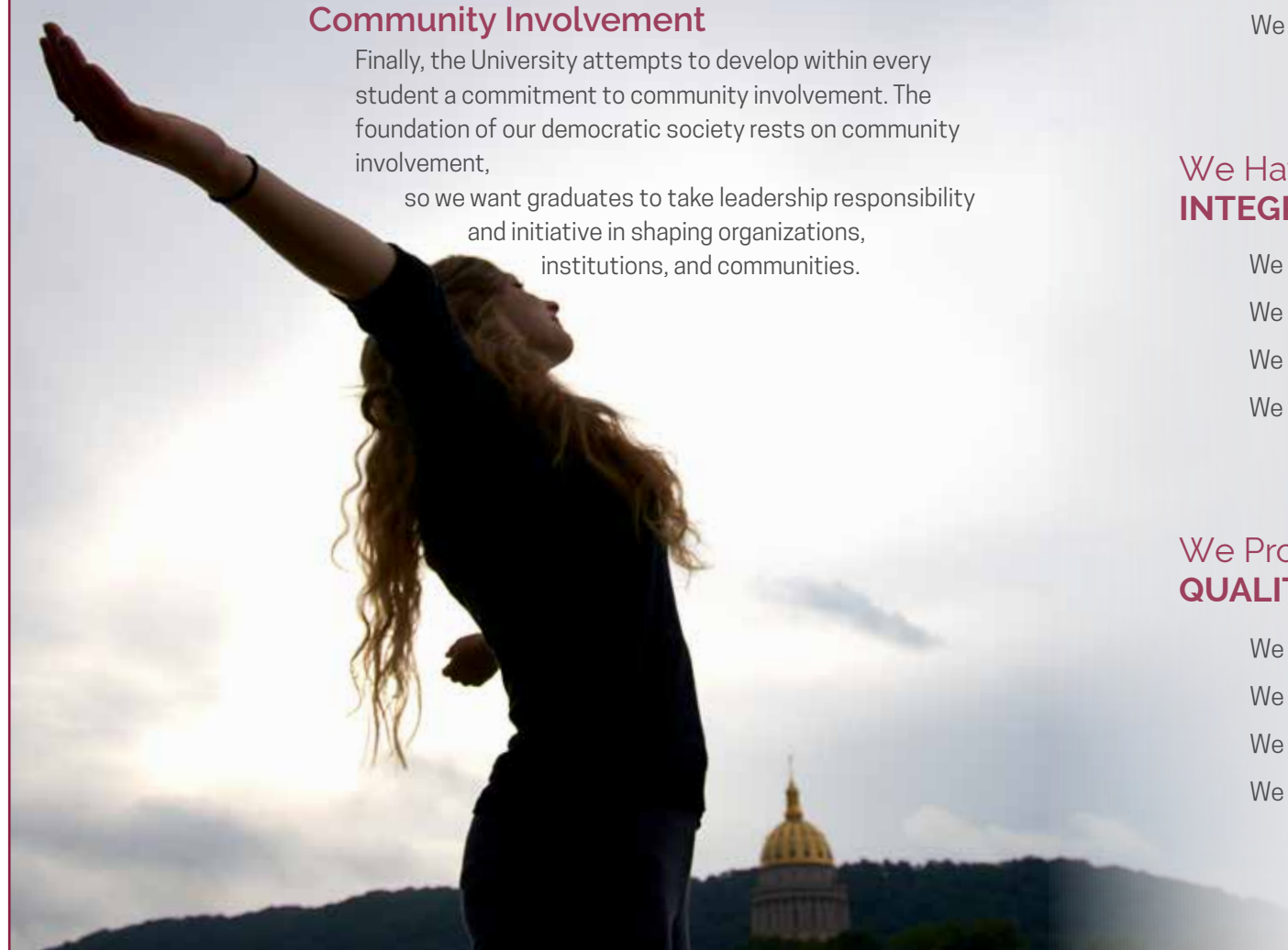
- We promote trust and transparency.
- We respect and applaud the work of our colleagues.
- We are responsible for our actions and encourage collaboration.
- We develop character.

### We Provide **QUALITY**

- We are committed to quality service.
- We strive for excellence in all we do.
- We promote a culture that inspires innovation.
- We cultivate leaders.

## VISION STATEMENT

The University of Charleston's vision is to fulfill its long-standing mission by embracing diversity and adopting innovative practices to develop and enhance professional programs that provide applied, career-focused, student-centered experiences that empower students for personal growth and professional success.



\* UC core values were developed in 2016 by the collaborative effort of faculty and staff



Morris Harvey College  
founded in 1888

Long-standing institution built on  
strong foundation of liberal arts

Addition of Master's and  
Doctorate Programs

Expansion of Regional Sites  
and Online Programs

University of Charleston grows to  
become a full service institution  
for all student populations

## THE UC STORY

Since 1888, the University of Charleston has grown and expanded to change with the educational needs and opportunities of students from across the nation and around the world. With a focus on learning outcomes that promote personal growth and professional success, UC prepares students to be leaders in the fields they choose.

### The University strives to promote growth and sustainability by . . .

- Reaching new student groups
- Answering needs of employers and society
- Creating resourceful, distinguished & marketable graduates
- Establishing a supportive alumni, donor and partner base
- Building institutional self-esteem as a leader in thought and action

## VALUE PROPOSITION

### The University of Charleston offers:

- Relationships with faculty who invest in innovative and outcomes-based learning both in and out of the classroom
- Focus on applied, experiential learning
- Excellence in undergraduate and graduate leadership education resulting in leader development
- Accelerated curriculum delivered in modern facilities and online
- Charleston's University - a capital city location in the business, government and industry hub of West Virginia
- Stability of a 131 year-old institution of higher education

2015/16 - 2018/19

## ENROLLMENT GROWTH

2015  
**2,300 students**

2016  
**2,400 students**

2017  
**2,500 students**

2018  
**2,600 students**

2019  
**2,700 students**



# 2019-22 STRATEGIES FOR GROWTH & SUCCESS

## Enhance Student Experiences

- Create enlightened living and community involvement programming
- Integrate additional experiential and professional development experiences
- Develop full-semester and longer internships and co-ops
- Foster student athlete success
- Implement transfer student friendly processes
- Enhance programming for increasingly diverse student populations

## Strengthen & Grow Academic Programs

- Embed personal growth and professional success learning outcomes across the curriculum
- Create interdisciplinary and interprofessional learning experiences
- Design engaging in-seat and online learning experiences
- Grow leadership and other online programs
- Develop graduate degrees in high demand health science and STEM fields

## Expand University Vision

- Foster partner local, regional and global relationships
- Enhance UC brand identity and fortify position as Charleston's University
- Attract more non-student athletes from both West Virginia and out of state
- Expand non-traditional program portfolio for middle, high school and adult learners
- Extend utilization of Wehrle Innovation Center
- Increase alumni and donor engagement

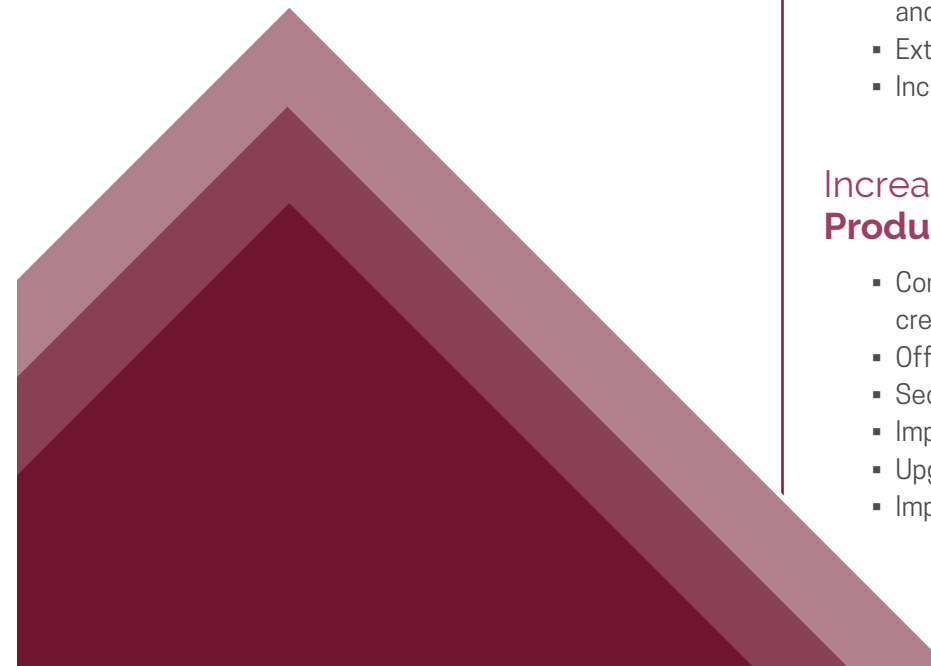
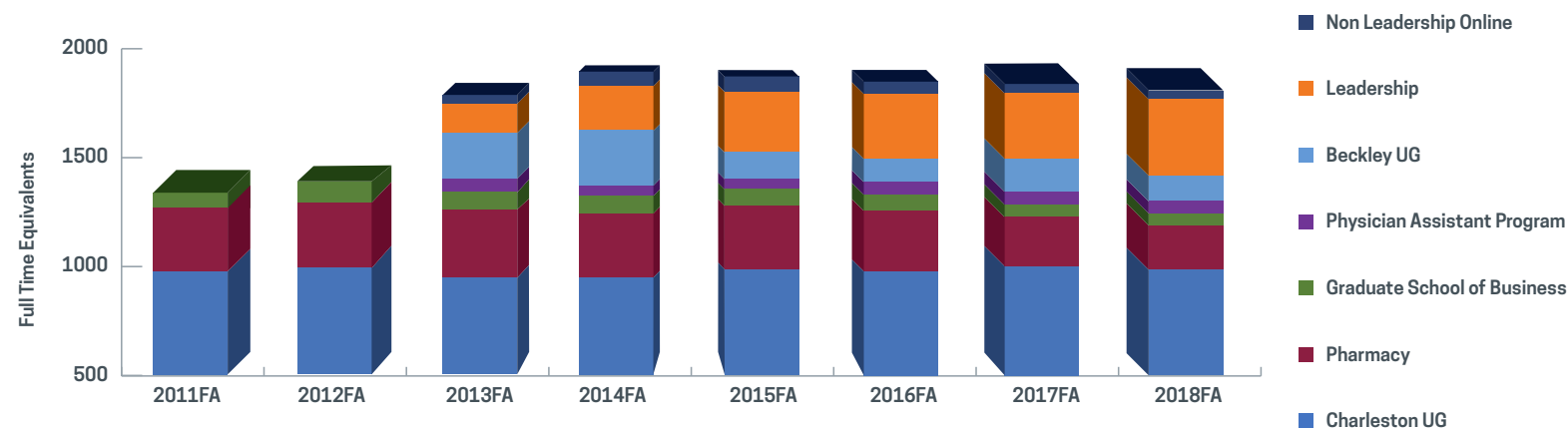
## Increase Productivity

- Continue fostering a culture of communication, innovation, creativity and student-focus
- Offer professional development for faculty and staff
- Secure grants to support academic growth and student support
- Improve operating efficiency
- Upgrade facilities
- Improve systems and policies to gain efficiencies

## 2018/19 ACHIEVEMENTS

- 7 New STEM academic programs in Arts & Sciences
- 9 New Majors in the Business Administration program
- Launched ADN-Charleston program with full enrollment
- Revised Liberal Learning Outcomes to include an Adult Learning Pathway & ACTIVE Leadership framework for students in adult programs
- Implemented the GoArmy portal to promote graduate and undergraduate enrollment by active duty Army personnel
- Leadership Department recruitment of Argosy students (100+)
- New retention initiatives for first year students and student athletes

## ENROLLMENT TRENDS





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[www.ucwv.edu](http://www.ucwv.edu)