In alignment with the educational mission of The College, we inspire and empower our student-athletes and staff to realize their intellectual, athletic, and personal potential. Embracing a culture of respect, integrity, and inclusion, we serve as ambassadors for The College and a source of pride for our alumni and the Charleston community. Through student-athlete focused programming, we compete for championships and graduate leaders.
VISION
What We Aspire To Do

Through the pursuit of our mission, The College of Charleston Department of Athletics shares a unified vision of:

EMPOWERING GROWTH

SHAPING CHAMPIONS

and

FULFILLING DREAMS
Our Values

CORE VALUES
How We Behave

Integrity
We do the right thing

Teamwork
We achieve together

Service
We are here for others

Enthusiasm
We pursue with passion

Respect
We honor traditions and embrace differences

Competitive Excellence
We strive for greatness

The Strategic Plan for Charleston Athletics
GOALS FOR COLLEGE OF CHARLESTON ATHLETICS

In fulfillment of our mission, we have established the following four pillars to serve as the goals for College of Charleston Athletics:

Goal One
**Academic Excellence**
We will achieve academic success by recruiting, retaining, and graduating future leaders.

Goal Two
**Competitive Success**
We will provide the resources necessary for student-athletes, coaches, and staff to pursue and win conference and national championships.

Goal Three
**Community Engagement**
We will strengthen our impact on the Charleston community by creating lasting memories and developing enduring relationships.

Goal Four
**Program Integrity**
We will emphasize a culture of integrity in NCAA compliance, diversity and inclusion, and adherence to The College’s policies and procedures.
Goal One Outcomes and Strategies

ACADEMIC EXCELLENCE

We will achieve academic success by recruiting, retaining and graduating future leaders.

Outcome 1.1

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<tr>
<td>Create and distribute a marketing package for recruits that highlights the academic mission of The College and the support services available to student-athletes.</td>
<td>Continue to enhance the evaluation process of prospective student-athletes by providing early evaluation of admittance, initial eligibility, and enrollment status.</td>
<td>Improve the evaluation and communication of academic credentials for transfer student-athletes.</td>
<td>Annually evaluate the recruiting strategies of each program considering finances along with patterns of academic and athletic success.</td>
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Outcome 1.2

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<tr>
<td>Implement student-athlete focused programming that supports them in their transition to The College and throughout their entire academic career.</td>
<td>Review academic performance and progress towards degree of each student-athlete with coach and sports supervisor after each semester.</td>
<td>Encourage student-athletes to be actively involved in the advising and registration process.</td>
<td>Develop and strengthen relationships with campus partners including the Center for Disability Services: the library, the Center for Student Learning, faculty, and the Center for Academic Performance and Persistence.</td>
<td>Maintain a single year APR score of 985 or higher by analyzing APR data to identify patterns of concern, implementing improvement plans, and creating APR goals for each sport.</td>
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Outcome 1.3

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<td>Evaluate the developmental needs of our student-athletes, focusing on mental health and wellbeing, and utilize campus resources to create individualized plans to support their needs.</td>
<td>Enhance Pathways to Success programming to provide more personal development opportunities for student-athletes.</td>
<td>Embrace and create an academic culture where student-athletes take initiative and a shared ownership for enhancing the student-athlete experience.</td>
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Goal Two Outcomes and Strategies

COMPETITIVE SUCCESS

We will provide the resources necessary for student-athletes, coaches and staff to pursue and win conference and national championships.

Outcome 2.1

Attract, develop, and retain quality coaches and staff who embody the athletic department’s mission.

**STRATEGY A**
Develop best hiring practices to identify talent and provide competitive compensation packages to compete with peer and conference institutions.

**STRATEGY B**
Promote and encourage attendance at professional development conferences, seminars and workshops for all full-time coaches and staff.

**STRATEGY C**
Acknowledge excellence by rewarding exceptional performances with monetary and non-monetary incentives.

Outcome 2.2

Recruit, sign and develop talented student-athletes.

**STRATEGY A**
Evaluate budgets to allow for optimal recruiting opportunities.

**STRATEGY B**
Streamline admissions and certification processes to compete for talented student-athletes.

**STRATEGY C**

Outcome 2.3

Maintain, upgrade and construct facilities to support and empower competitive excellence.

**STRATEGY A**
Develop an athletics facilities master plan for Patriot’s Point.

**STRATEGY B**
Create a maintenance plan to monitor routine maintenance and upkeep of existing athletics facilities.

**STRATEGY C**
Develop and prioritize a fundraising plan for improvements to existing athletics facilities.
Goal Three Outcomes and Strategies

COMmUNITY ENGAGEMENT

We will strengthen our impact on the Charleston community by creating lasting memories and developing enduring relationships.

Outcome 3.1
Create a strategic marketing campaign to grow the College of Charleston Athletics Brand highlighting our student-athletes.

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<td>Implement “Come C Us” campaign to grow athletics brand and create a call-to-action.</td>
<td>Grow regional and national coverage of all CoC Athletics programs.</td>
<td>Build, protect, and communicate brand identity for The College through licensing programs and strategies.</td>
<td>Create a Cougar Club marketing and communication plan to improve the communication with and engagement of alumni, friends, fans, and former student-athletes.</td>
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Outcome 3.2
Improve and develop fan engagement and atmosphere to increase attendance and revenue generation.

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<td>Collaborate with the student body, faculty/staff, and community leaders to improve game day experience.</td>
<td>Develop an outbound ticket sales team to increase revenue and fan participation.</td>
<td>Implement strategic plan through the Cougar Club to increase membership and financial support.</td>
<td>Capitalize on new, unique promotional opportunities to enhance the in-venue fan experience.</td>
<td>Evaluate and implement effective strategies to increase spirit group engagement on game days (pep band, cheer, mascot &amp; dance).</td>
<td>Research and explore new technologies and partnerships to help increase revenue and fan engagement.</td>
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</table>
**Goal Three**

**STRATEGY A**
Enhance collaboration and planning with 3rd Party groups (EPI, Grounds Crew, Campus Police, Aramark) to improve game day operations and customer service.

**STRATEGY B**
Improve event operations through training, communication, and staff additions.

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**Outcome 3.3**
Enhance the fan experience customer service and first-class event operations.

**STRATEGY A**
Enhance collaboration and planning with 3rd Party groups (EPI, Grounds Crew, Campus Police, Aramark) to improve game day operations and customer service.

**STRATEGY B**
Improve event operations through training, communication, and staff additions.

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**Outcome 3.4**
Engage the Charleston Community and Lowcountry through service and outreach.

**STRATEGY A**
Establish a plan to produce impactful relationships with the Greater Charleston youth community.

**STRATEGY B**
Build and foster community partnerships that align with the Athletics mission, vision, and values.
### Goal Four

**Outcomes and Strategies**

**Program Integrity**

We will emphasize a culture of integrity in NCAA compliance, diversity and inclusion, business and finance, and adherence to The College's policies and procedures.

#### Outcome 4.1

Build an environment centered on compliance with NCAA rules through education, documentation, monitoring, and enforcement.

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<td>Create and install a compliance policy development and operations improvement plan.</td>
<td>Implement a compliance education campaign with regular communication to coaches, staff, student-athletes, and stakeholders.</td>
<td>Establish institutional control and campus collaboration with NCAA rules and regulations (President, Board of Trustees, Administration, Athletics).</td>
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#### Outcome 4.2

Foster an environment of diversity and inclusion through recruitment and education of student-athletes, coaches, and staff.

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<td>Conduct diversity and inclusion workshops for student-athletes and staff.</td>
<td>Monitor, document, and evaluate data on departmental demographics.</td>
<td>Maintain Title IX Compliance within the Athletics Department, as required by federal law.</td>
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#### Outcome 4.3

Promote an atmosphere of compliance and fiscal responsibility in accordance with the College of Charleston's policies and procedures.

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<td>Demonstrate fiscal responsibility through a culture of transparency and accountability.</td>
<td>Establish effective budget planning and accounting practices.</td>
<td>Create a culture of compliance and accountability with campus policies and procedures by educating coaches, staff and student-athletes, and collaborating with campus peers.</td>
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