ALL FEEDBACK SUBMITTED
Through March 2013

1. In the year 2020, when people speak of Clark College, what would you like them to say?

Administrative Services

- Clark College offers exceptional, high quality education that is accessible, affordable and responsive to the needs of students, industry and the community
- Clark College offers career and technical programs that prepare students for success in the 21st century workplace
- Clark College supports the arts, culture, personal enrichment, and lifelong learning
- Clark College is a technology leader in the region, providing students, faculty and staff with the most current and advanced technology available
- Clark College puts students first and focuses its resources and services on student retention, completion and success
- Clark College is a safe and secure place to learn and work, offering well-maintained buildings and grounds that promote environmental sustainability

Advising, Running Start, Credentials

- Impactful on community
- Positive community connection & service
- Easily accessible, decreased barriers
- Be top community college in state of WA
- Offer two- and four-year degrees
- Increase online offerings
- Serve greater population of non-traditional students
- Have a robust & dynamic advising system that can serve an ever increasing student population – have 1 advisor to 300 students ratio – meet NACAD standard for ratio
- Increase flexibility in course offerings

- Students receive correct guidance and have a positive experience through CRED/RS/ADV
- Cutting edge technology/services
- Student experience
- Great Value
- "Custom" Approach
- I had a good experience.
- I got a great education.
- I was training to go directly into the workforce, got a job right away.
- I used cutting-edge technology.
- I had little student loan debt.
- It was worth my time! My money!
- Faculty & staff cared about my success!
- Faculty & Staff were knowledge about my programs and success.

ASCC

- Affordable way to get a Bachelor
- Known for its excellent programs, such as Dental Hygiene, Nursing, Engineering programs
- Beautiful campus
- Gives students great opportunities to learn to be professional and engage as student leaders
- Good food choices
- Has adequate parking
- People are friendly – it is easy to get help and pointed in the right and accurate direction
- Connected to local communities
- Dedicated and quality faculty – good teachers beyond knowledge in field – college offers support for faculty to become good teachers
- Increase in online courses – online courses are good to overcome scheduling conflicts
- Easily accessible – North County campus
- Known resources for students, hours operating – STEM – increase the availability of help for students regarding tutoring and other student success services. One way to do this is to increase the hours of help centers and tutoring centers – expand student success
- Culturally and racially diverse
- Alignment of credit and work – students will know what to expect for homework loads based on the number of credits they take.
- More ease to get into classes, e.g., A&P
- Increase the rate of completion and transfer

Basic Education Department

- We hope that Clark College creates and sustains the reputation described in the Vision Statement:

Clark College, a respected leader in Southwest Washington, will be nationally recognized for our commitment to student success and excellence in teaching, empowering learners to enrich the social, cultural, and economic vitality of our region and the global community.

We see Clark College as diverse in every aspect: access, program choices, faculty, staff, students, study-modalities and outcome "choices" reflecting real life opportunities.

Low cost with high value, high quality. A good preparation for achieving steps in one's goals.

BEECH Unit

- Current with technology
- Diverse student body, employees and class offerings
- Progressive, meaning more forward thinking than the community at large
- A leader in the community
- Accessible educationally, financially and ADA
- Considered a great place to work
- Many modes of learning:
    - Multiple locations
    - On-line
    - Hybrid
    - Video
    - Podcast
    - Open on-line coursework and tutorials accessible to all

BHS Unit

- Great facilities; up-to-date equipment.
- Keeping up with technology

- Meeting the needs of the community and employers in the community
- Anticipating the needs of employees
- Healthy campus!
- Pride
- Quality graduates contributing to the workforce
- Graduates are "in step" with the employer needs, employable. "Clark grads are who we want!"
- Accessible and quality at an <u>affordable</u> price.
- Plenty of free or low cost parking at all campuses.
- Students don't have to stand in line; it doesn't take 3 hours to see an advisor
- Parking is not an issue
- Great customer/student service. People are happy.
- Received a good education
- Able to expand and grow so crowding is not an issue.
- <u>Responds</u> to community and society needs continually updating to meet ever changing needs
- The Next Step – stay close to home.
- Excellent learning environment
- Excellent staff and faculty and facilities
- Opportunities for success
- The parking has improved.
- Barriers of education have been lowered to reach out to the various areas of the community.
- Clark has worked well with articulating with the high schools, community colleges, and four-year colleges.
- They are a great resource for the community.
- They pay their employees more than anyone
- High quality instruction
- I am ready to go to a 4-year school.
- I didn't have to wait in line and I found a place to park.
- Low tuition
- Felt comfortable and safe there.
- It used to be a two-year community college, but now they also have 4-year degrees.
- The very best instruction and technology

<u>Communication and Humanities Division</u>

- Clark is a progressive school where learning is rigorous and opportunities are abundant.
- In the year 2020, when people speak of Clark College, I would like them to say that Clark is the best Community College in the state of Washington. That Clark College provides the

highest academic opportunities and is well staffed with dedicated and passionate professors. That enrollment rates are at an all time high as a reflection of this stellar reputation. I would like graduates of Clark to reflect back upon an exemplary experience both academically and socially which met or surpassed that of a four year university.

- Connected to the community, environmentally friendly, healthy food, lots of international students, multi-cultural campus, safe place to study, hang out, make connections with others, job exploration, lots of internship opportunities/work-study/service-learning
- At this point I am completely new to the campus and to what Clark College is all about. I have lived in Alaska for the past thirty years, so I haven't even seen newspaper stories, etc. for all that time. Since I moved here a year ago I have heard and seen nothing but good things about the campus, the education provided, and the overall environment.
- Since applying for a job and coming on board, I have encountered nothing but professionalism in the department I work for as well as campus security, Human Resources, the Clark library, IT, and the campus book store, and the intra-campus communication system. I have also questioned the students in my class (my first one here at Clark) and they, too seem to be quite happy with the service the school provides.
- I would like to see an expansion of the library and book store in order to meet the needs of the sheer numbers now attending. I am not familiar enough with the overall offerings campus wide, or the majors that can attain four-year degrees here, but I can foresee Clark rising to the level of the University of Washington or Washington State University in this eight-year span. It appears that the population growth in the greater Vancouver area warrants it. But, of course, I am not sure what the official mission of the school is at this time and for the future, so that is really just a personal hope from a newcomer.
- Clark College raises the standard of living in Clark and surrounding counties.
- Clark College is the top community college in Washington and Oregon.
- Clark College students are well prepared for a four-year university.
- Clark College is a much better choice for freshmen and sophomores than WSU or PSU.
- The same thing we want them to say about us today.
- Clark is a great institution with excellent faculty.
- We want the community to NOT think of Clark as "Plan B," an "Easy A," or a stepping stone.
- Clark meets the needs of the community, not special interest groups.
- We do not want to be looked at as "preparatory" college.
- Clark offers the first two years of the college experience so that students are best equipped to finish four year degrees.
- Clark has expanded in its discipline areas, including a Interpreter Training program in the state of WA.
- The CMST faculty would like to have a transfer program in place for a seemless DTA transfer for students.
- Clark prepares their students for the workforce by equipping them with both technically advanced skills and solid "soft skills" (the ability to work well with others and communicate their ideas).
- I would also like people to see Clark as academically challenging and striving to be the best at educating and inspiring individuals from all walks of life.
- Lastly, I would like people to point to Clark as a place where diversity is accepted and world perspectives are discussed, evaluated, and celebrated.

Communications & Marketing

- We would like people to say that Clark College is a great resource for the region, offering affordable education that can help all its residents prepare for good-paying jobs or an advanced degree. We would like people to view Clark College as a vital center of learning, transformation, public discourse, understanding, and celebration in SW Washington.

Cultural Pluralism Committee

- Broad diversity is authentically welcomed
- Differences are accepted and acknowledged
- The college is fully accessible
- Sufficient training and understanding of PPI and how they can change
- The college responds to bias immediately with strength and people know the process if an incident of bias occurs
- A community of allies
- All members of the community feel safe

Dental Hygiene

- "The best teachers I ever had taught at Clark College."
- "The teachers at Clark College wanted me to succeed."
- "Great things start at Clark College."
- "Clark College provides students with superior preparation for career and seamless higher educational transfer pursuits."
- "The registration and advising offices are very helpful and provide an online process."

Diversity and Equity (Office of)

- Clark College is inclusive of all communities
- Clark will be known as a safe environment to learn for everyone
- Clark fosters a diverse college community

- Office of Diversity and Equity is growing and has many resources and people to help students and staff
- Diversity is thriving at Clark College
- Clark truly values Diversity and what it means to be from a historical underrepresented population
- Confronts discrimination and handles it on a timely manner
- The faculty and staff is diverse by all measures (including comparisons to the student body)
- People don't feel marginalized but valued
- Every student feels served by Clark College
- Be a leader in the state and/or nation for diversity initiatives

English Department

- A vibrant community for the arts
- A group of educators AND practitioners
- The best choice for area two-year students
- Clark is a great place, a good college, a good place to learn.
- Clark hasn't put technology in front of learning.
- Clark stresses teaching the basics, which includes the arts.
- Clark teaches students how to learn.
- Clark teaches people to think, to question.
- Clark shows students they are part of a society with responsibilities and privileges.
- Everybody at Clark is helpful.
- Clark always offers cutting-edge classes and programs that keep the community current.
- From a community standpoint, we would like citizens of Vancouver, Washington, to say that this is the best college in Southwest Washington—the Harvard on the Columbia. We would also like citizens of our immediate service area to say that an education at Clark prepares students both for college transfer to four year institutions *and* for future job success—both short term (as in jobs immediately available) and long-term (as in the jobs that do not exist yet).
- In the Thomas Jefferson purpose of public education sense, we wish to prepare citizens to pursue *happiness*—not just in terms of the aesthetic experience of reading, say, *Hamlet*, but also how to read the instructions on a voting ballot and make informed, conscientious decisions as participants of a democracy.
- We want people to say that Clark College produces students who have interesting thoughts and ways of viewing the world. Students who are critical readers, writers, and thinkers; students who live reflectively, mindfully, consciously. That the education a student receives at Clark is of the whole person, in addition to the pragmatic demands of a course of study.

- They treat their employees well
- Clark fulfills both the liberal arts and technical directions well
- Meets the needs of an evolving student population
- Connects students to international perspectives
- Provides a welcoming environment for students of diverse backgrounds
- Connects students to the global marketplace
- Clark College embodies values of sustainability and environmental stewardship
- Clark prepares students for transfer to four-year institutions, with excellence
- Clark is technologically up-to-date, if not on the cutting edge

Facilities Services – Grounds

- A statement that we would like to hear from a graduating student would be…That they had a great educational experience with cutting edge technology, on the best looking campus in the State. They even have outdoor class rooms.
- That the students received support all through their time that they spent here at Clark.
- Keep up with changing technologies.
- Stay affordable.

Fine Arts Division

- Clark College is the hub of intellectual, professional, cultural and personal growth for the citizens of its service district
- Clark College understands and the importance of a **"whole mind"** education in today's complex world, and job market. Therefore, Clark offers an innovative, **well-rounded** curriculum in the fine and performing arts, offering **relevant courses** taught by **highly qualified full-time instructors**.
- The Fine Arts Division, and its **co-curricular programs**, serves its students and the greater community by allowing opportunities to participate in **cultural events** that enhance and expand the curriculum and fosters a **climate of creativity** on Clark's campus. Clark has excellent Drama, Art and Music programs in which the community can share and be proud.
- In the year 2020, the Fine Arts Division is housed in **well-equipped and ample facilities** befitting to an educational institution of this size and regional importance.
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First Year Experience (FYE Task Force)

- Clark understands that learners come to us with varying degrees of educational preparedness, and responds to these needs with educational programs and support services to enhance student success.
- Students feel like they belong to a community at Clark College
- Clark views Education as a holistic process.
- Clark College is an Open door, not revolving door (We welcome students, and keep them here until they reach their goals.)
- Clark College is student focused. They look at policies from the student perspective and really helps the student.
- Clark College considers various barriers, and needs of students.
- The FYE Mentor Program is a great success and everybody should have a mentor.
- All divisions of the college work together to create a robust FYE – college wide FYE services and programming.
- Clark College provides information in the front end, rather than when it is nearly too late.
- Students feel engaged and connected at all campuses, and online.
- Wow! I want to be at Clark College – it is the place to be.
- Clark is the hub of intellectual, professional, cultural and personal growth for the citizens of its service district.
- Clark welcomes all learners and provides them with excellent educational opportunities and support services to enhance their academic success and personal growth and development.
- Clark anticipates and addresses the needs of students, staff and the greater community
- Clark is a model for civility, collaboration and stewardship both on campus and in the greater community.
- Clark respects diversity in all of its forms and creates programs to develop tolerance and appreciation for both our differences and similarities.
- Clark views education as a holistic process and is interested not only in the intellectual growth of its learners, but in their growth as compassionate, service oriented and civil members of the community.
- Clark Strives to support our students academically, emotionally and socially
- Student Affairs at Clark supports and compliments the learning that occurs in the classroom
- We advocate for students. Student Affairs plays a central role on campus by promoting and advocating for students' needs and desires in areas that further their learning, development and enjoyment of the college experience.
- Clark plays a key role ;in ameliorating poverty, improving job opportunities and supporting good works in the community

Foundation

- It saved my life.
- I went there.
- Relevant programs.
- Work ready employee.
- 1st choice college – preferred school.
- Proud to member of Penguin nation.
- Affordable, welcoming place, costs benefits that outweigh costs.
- High quality education.
- Exceptional faculty.
- Community asset.
- Last/first stop on light rail.
- Great Foundation!!!!
- Not just an extension of Hudson's Bay High School-not a glorified high school!
- Excellent education, health science, engineering, early childhood and technical programs.
- Stop being a jack of all trades and master of none.
- Clark should become known as a center for community engagement….dialogs on diversity ie: Martin Luther King event…more than an institution of higher education. It is the fabric of community- ie: Jazz Festival event.
- Faculty should be recognized as experts in their field.
- State of art distance learning center.
- Gateway to great opportunity.
- Affordable to all!
- Not so expensive!
- Full engagement to embrace Clark at WSUV. Fully collaborative K-16 (this answer could be part of Question 3).
- Stop saying we have more $$$ than God…Clark College and Clark College Foundation.
- What a wise investment to donate.
- Penguin Promise is a raging success.
- What NOT TO SAY about Clark College: Just a community college/not an extension of high school)

Library, eLearning, Tutoring & Faculty Development Unit

- Innovative
- Responsive to needs of community and students
- Accessible – technology / user centered
- Cost-effective / good value
- Leader in the state
- Innovative programming to meet market demand

- Personalized education and services
- Awareness – know what Clark College has to offer / well-informed
- High quality / top notch advising

Math Division

- I'd like Clark to be known as a place to go if you need occupational training (culinary, automotive, nursing, and other programs we currently have and will have -- I hope there'll be more programs) and if you want good quality education during freshman/sophomore years before transferring to 4-year institutions.
- Meets the needs of the community: Is a great school; Offers a variety of degrees; Offers a variety of classes, times, online/hybrid/f2f

Office of Instruction

- Well respected
- Willingness to actively engage with community members
- Communicating with the community where we will be in 2020
- Taking a leadership role in education in the community, state and region
- Delivering relevant and cutting edge technology in instruction
- Instructors up-to-date on technology and industry
- Shared vision within the college
- Genuine in mission
- Diverse college community

Planning and Effectiveness

- Serving our full service district
- Make decisions that are rational and based on evidence that we can present
- People to say that they are glad they are at/or went to Clark
- People who come to Clark achieved their goals
- We have innovative programs
- That we have relevant programs-not waiting until people retire to make changes
- We are still accredited
- The community REALLY knows who we are
- Students learn something valuable other than just receiving a credential

- Administrators and faculty get along
- It's the best place to work or go to school
- It's a good investment – money, time, etc.
- Good value-affordable (tuition, books, fees, etc.)

Retention Committee

- Clark College graduates are wonderful employees.
- Clark College graduates are great students and well-prepared for their baccalaureate and graduate programs.
- Clark College students are well prepared for life outside of higher education.
- Students are exposed to diversity and have great cultural understanding.
- Students have intercultural competency and work well with others.
- Clark College students and staff will reflect our full community.
- Ratio of full-time teachers increased.
- Clark College has adequate parking; parking is not an issue.
- Clark College is a leader in sustainability.
- Students are more globally aware and have global experience.
- College is affordable and available.
- Accessible for all; money is not an obstacle.
- I was able to access student services online easily. 100% of student services are available online.
- Clark College is a leader in technology.

SOFA Unit

- Be the hub of intellectual, professional, cultural and personal growth for the citizens of our service district.
- Play a key role in ameliorating poverty by improving job opportunities for its students and supporting good works in the community
- Takes students from "where they are" to "where they want to be" by focusing on the holistic needs of our students and providing excellent programs and support services to enhance student success
- Provide "as needed" educational opportunities for its community members by offering traditional face-to-face classes, hybrid courses, evening courses, and weekend and online courses
- Boast well-equipped and ample facilities to include additional classroom space

STEM Unit

- STEM still exists
- We gave students a head start and provided a service of value
- Prepared students for 4-year colleges and jobs
- Low cost option – good way to start college and balance work and home life for students
- There are quality programs at Clark, better than anywhere in the state
- Have students quote " I went to Clark, I've been there"
- Community connection
- Attractive campus
- Real connection/integration to the community
- Continuation of international involvement
- Clark values its student, example; support and encourage a single mother going to Clark full-time
- Continuation of bringing good partnerships to the table and in the community as well as the ability to follow through with what we say we are going to do

Student Life

- Continuation of the good reputation we currently have
- We want people to view us as a place that has great programs that prepare students for jobs available in our community
- Hear from students that their education at Clark was an easy process in terms of procedures and that they were able to get the degree they needed to be successful.
- That we are innovative and have advanced technology
- That a Clark education is engaging and innovative; with instructors and staff that are informed on current technology

Teaching and Learning Center

- Innovative, well trained & well educated faculty
- learner centered college
- community integrated
    - got start at Clark and experienced success
    - successful in life because of Clark experience

- o I would recommend Clark to someone else
- Clark College reflects and enhances the community

WCTE Unit

- Progressive (current technology)
- Department community to communicate with each other
- Better attitude perceived by the community
- Advising to have less turn-over, more permanent position
  - o Advisors be more educated about the college as a whole
  - o Enhance the position of advisors
- Excited and proud to be a part of the penguin nation
- Clark touched my life in a positive way
- Clark was worth my time
- I only hire Clark College students
- Clark is good industry partner
- Clark College was valuable for my business
- Clark College helped grow our community
- It (Clark College) is a good fit for our community
- Clark:
  - o Is a hub for industry
  - o Is on the cutting edge of technology and advanced training
  - o Has the best medical programs & larger variety
  - o Has the best Culinary Arts & Baking program in the state
  - o Has the newest, largest and updated diesel shop
  - o Has the best parking
  - o Is a success with more equipment, more space and more money!
- Parking is fabulous
- Clark is a community partner
- Clark is current with industry technology and Vocational
- Clark is a resource where the community seeks us out for the quality of the degrees and program certificates
- "Been there, done that, had a great time"
- I learned what I needed to, to be able to move to a 4-year or a member of the community
- They have state-of-the-art equipment and training good employees
- It is a good source for personal growth and development
- Great college
- Faculty are important at Clark

- Staff are no longer underpaid
- Communication works-people seek out each other for input in the highest professional regard
- Nationally recognized for Health Information (an RHIT program) (RHIT=Registered Health Information Technology)
- All education goals are met
- Clark College host modern, upgraded and state-of-the-art facilities enabling out students to seamlessly enter the workforce and to continue their education

Women's Studies Department

- Clark is not just a place to get job training…I went there to get enlightened. I cannot believe how my mind was blown by all of the amazing things I learned that just helped me to become a better person!
- Clark College is such an exemplary educational institution! They are to be lauded for becoming the first community college ever to make all faculty full-time and give everyone their own office! But did you notice…that on their way to making everyone full-time, they made the adjunct faculty feel welcome and wanted by completely overhauling the adjunct faculty workrooms such as the one in Foster Hall? They got rid of all of the smelly, old furniture, the antiquated computers and the dirt that had accumulated there over the past 50 years and were honored with a beautiful new room complete with new chairs, adequate ventilation, flooring, up-to-date computers, printers, and all of the necessary basic supplies within arms' reach.
- Have you noticed the change? The queer community has started to feel safe, welcome and respected at Clark?
- How wonderful for Clark students--almost half of their classes are taught by faculty of color.
- Students of color used to drive to Clark, quickly walk to class and then drive away. Now it is so cool Clark has done so much work to change the environment. Students of color feel comfortable anywhere on campus. They no longer feel scared but instead feel like Clark is home.
- Have you noticed how cool it is that all of the chairs/desks/and seating arrangements in each of the classes accommodate *all* people's bodies and not just the thin one?
- I love how they changed that hill to get up to the library. Even though it was thought to be ADA accessible, the college really listened to the voices of students with disabilities and did something to change it. What a relief to students who use manual wheelchairs! They can now make it up there on their own and without having to go way around the building!
- Have you noticed how all of the ABE/GED/ESL students seamlessly fit at the main campus? They have added so much to the college that it is difficult to remember what it was like without them.
- Everyone wants a job at Clark College ever since that change in jobs took place! Employees are not nearly as stressed and overworked and everyone has become so much healthier since we changed the work environment so that employees have only their own job to

do…no more one-person-doing-the-work-of-two-or-three! Employees even get plenty of time to enjoy lunch at the new organic restaurant on campus and work out at the new gym!
- Administration and faculty are often noticed thanking classified staff for the vitally important work they do for the college.
- Students who have returned to Clark after a long hiatus feel safe, welcomed and respected by all who work at Clark?
- I can't believe how quickly Clark College became a green institution!
- I went to the Queer Penguins annual drag show last night. It was so great to see all of the higher level administrators participate and enjoy the fun! It was wonderful to feel that level of support!
- The college chose Tim Wise and damali ayo to be the keynote speakers at the annual Clark College Anti-racist Conference that all faculty, staff, students and administrators are looking forward to attending. This year the planning committee is expecting record attendance.

Workforce Education/Workfirst Department

- The parking garage was the best idea ever.
- In additional to my formal education, Clark College taught me self-advocacy, resource allocation and the skills to take charge of the next step in my education/career.
- Because of the partnerships with so many local businesses, Clark College was just the logical first step in my education after high school (or GED)
- I love that at Clark College there's something for everyone. I was able to get help with my life and not just Math and English.
- At Clark College, you receive a well-rounded education. Not only are you developing skills and knowledge, but also confidence to be successful.
- Clark College has faculty and staff who are student focused and realize they come to work to support the students.
- It's more than just a community college; they have an abundance of resources to train the future workforce.

2. What common values would you like the college community to share by the year 2020?

Administrative Services

- Clark College values honesty, integrity and mutual respect
- Clark College values all employees, classifications and work units equally
- Clark College values diversity – including differences in ideas, experiences and learning styles
- Clark College values shared governance, open and timely communication, and proactively involving employees in the planning process at the earliest point possible
- Clark College values collaboration as a model for working effectively within the institution as well as with the broader community it serves
- Clark College values sound stewardship of all of its resources – financial, environmental, technological, and infrastructure
- Clark College values excellence in the services it provides to students and the community

Advising, Running Start, Credentials

- Diversity mission more active and implemented rather than just a statement.
- Diverse methods of delivery for instruction & advising.
- Have advising as a teaching tool
- Serve growing population of students
- College report card – completion
- A commitment to that cutting-edge technology.
- Creativity & innovation.
- Visible commitment to diversity & equity!
- Affordable/quality education
- Establishing leadership and keeping it!

ASCC

- Honesty
- Passion and commitment to student degree completion
  - Need more resources that support student success. Completion should be at the forefront of decisions made, such as funding more resources designed to increase retention, such as the Advising Center
  - Incentives
  - Build awareness of existing resources

- o Understand why students may not complete and give them the resources they need to be successful
- o Get students interested in career options.
- Diversity – sharing experiences and struggles and uniting
- Respect for others

Basic Education Department

- We examined the Mission Statement as a starting point:

Clark College provides opportunities for individuals from diverse backgrounds to pursue their educational goals. The College offers accessible, comprehensive education; provides services to support student success; and fosters community partnerships that enhance student learning. The College focuses on professional/technical training, academic transfer, pre-college and basic skills, personal development and cultural enrichment.

Further accommodation of the aforementioned "diverse backgrounds" would include additional outreach, support, and opportunities for the following types of students of any age:

- o Low-income students
- o Immigrant students who had little or no education in their native countries
- o Students who need additional support in technology literacy (more efficient use of present technological resources – maximize hours/support – based on student/class needs not department design)
- o Students who have disabilities
- o Students who have mental health issues

A general mindset with behaviors procedures to support "We're all in this together". "We're all here for each other." The more one individual learns the more everyone learns so support all students throughout their educational process. Everyone has something to learn and teach (no matter who they are).

BEECH Unit

- Respecting diversity
- Valuing collaboration
- True shared governance at every level
- Fostering positive attitudes

BHS Unit

- Commitment to student success
- Collaborative learning
- Collaborative partnership in decision making
- Fostering diversity with a welcoming environment.
- High standards/excellence
- Student-centered learning
- Use of technology is current
- Collaboration within the college and with the community
- Students first.
- Seamless education – GED $\longrightarrow$ ABE $\longrightarrow$ certificates and beyond
- Innovation and creativity
- Access to education – adequate sections, flexible delivery
- Assessment from bottom up rather than top down
- Shared governance
- Support for IT technology
- Vision for future technology
- Clark has a culture of diversity
- Emphasizes students and their needs
- Shared governance
- Leadership
- Learner-centered
- Mutual respect
- Healthy Penguin Nation

Communication and Humanities Division

- I would like to see the community work toward improved transportation accommodations that would reduce co2 emissions. The school already encourages recycling, and I would like to see more of that. Whatever the school can do to improve energy efficiency would be a benefit. Continued enhancement of online offerings that comply to effective learning procedures resulting in legitimate credits would be a positive trend and subsequent outcome. Anything that could work toward a more affordable college education for students is a very high priority.
- The value of access to education – both in education design (in-class, online, etc.) and learning design (different ways to lean).

- The common values I would like the Clark College community to share by the year 2020 are a dedication to civic involvement and community relations, high academic and assessment standards, and a mutual goal of transfer degrees or work placement for all graduates.
- I would like the college community to value technological advancement for both students and faculty.
- I would like to also see a stronger emphasis on community partnerships between students and Clark County. I've observed that the college itself has a very healthy and productive relationship, but I would like to see more students engaged in civic service. I want the college to strongly value theory and application, something which service learning and community partnerships provide an avenue.
- Continue to prepare our students and challenge them academically so they are successful when they move to a 4 year universities.
- Academic excellence
- Teaching personal responsibility to students
- Warm, friendly, fun college environment
- Respect, collegiality amongst all areas of the college, networking
- High academic standards, community service,
- Shared governance, consistency
- Diversity being a strength of the college
- Students are COMPLETING.
- The differences in Running Start and non-traditional students' needs are recognized and met.

Communications & Marketing

- Just as we would like the community to value the vital role that Clark College has in the SW Washington region, we would like the college community to value the service we provide to SW Washington—its economy, its culture, its civics and its very fabric.
- We would like the college community to share a commitment to inclusion and diversity—maintaining our status as an open-enrollment institution.
- We would like there to be a greater value placed on remaining flexible and adaptive to change, embracing new ways of teaching, communicating and serving.
- We would also like for there to be a greater respect for and trust in our fellow colleagues as well as a shared understanding that we are all working together to serve our students and community.

Cultural Pluralism Committee

- Every member of the Clark Community truly puts students first including the board of trustees
- Clark College will not fall prey to stereo types that there are groups that are here for their own self-interest
- Diversity is an agreed upon "good," it is a core value and it is demonstrated as in the budget
- The college is an agent for social justice in the community
- PPI will be widely understood and addressed

Dental Hygiene

- Shared governance
    1) Voting, tenured faculty member on the Executive Cabinet
    2) Include all department chairs on the Instructional Council at least once/month
- Become a more learner-centered college by:
    1) reinstating the teaching and learning center
    2) hiring an ongoing, contracted full-time learning center director who is an expert and educated in <u>learning</u>
    3) supporting faculty in their on-going pursuit of teaching and learning expertise
- Reinstate the Healthy Penguin Nation

Diversity and Equity (Office of)

- DIVERSITY
- Respect and shows their respect
- People are valued
- Values the richness of diversity
- Values cultural competency
- Values the people that come from historically underrepresented populations and what they have to offer
- Will understand the complexity of cultural competency and how to work with each other
- Value retention of staff, faculty and students from historically underrepresented populations
- The Office of Diversity and Equity is seen as a valuable to the function of the college as every other office
- The Office of Diversity and Equity have the power to truly advocate for historically underrepresented populations as well as educate the dominate populations
- Values safety
- Values Diversity training and is part of the mandatory training each year
- Understands and values Power, Privilege and Inequity

- All Clark College staff and faculty would stand up or be an ally when discrimination, microaggressions or levels of oppression happen on campus

English Department

- Critical thinking
- Diverse offerings for a diverse student body
- Strong roots in the local community
- Creativity.
- Collegiality and collaboration across disciplines and units of campus.
- Appreciation of the value of full-time, fairly paid faculty.
- Totally gun-free campus.
- Appreciation of staff. Never again cut the wages of the lowest paid people on campus
- Recognize the value of interdisciplinary education, including learning communities.
- Create a clear sense that we are a college, not a high school.
- Value good students by tightening standards for continuing as a student at Clark.
- Value face-to-face conversations and interactions.
- Value programs that help students create community and recognize their role in a greater whole.
- Value calm. Think and ask questions before reacting in public ways.
- Shared Governance is of the utmost priority—power is still often approached in terms of a negative balance of power on this campus (turf wars, antagonistic "us against them" mentality). We hope for meaningful meeting in "the middle" that is not about one side "winning" and/or "losing," but about mutually beneficent collaboration and decision making.
- That we might understand how to present the ideas and needs that are important to us in ways that enable communication from truly differing perspectives—the end result being true, respectful dialogue and decisions that benefit the big picture.
- In terms of the "big picture," we hope for a truly student-centered vision for the entire college that is reinforced at all levels—one that is focused on truly EDUCATING students, rather than a business model. That decisions on all levels (from a larger administrative perspective to the smallest of decisions), based primarily on finances would become the exception, rather than the norm.
- Retaining employees through competitive benefits and contracts
- An increasing and better defined commitment to diversity
- A commitment to seeking out, using and updating relevant technologies
- Service learning—a link between the college community and the community-at-large
- Departments are connected to scholarship in their fields

- The value of diverse, multi-disciplinary gen ed requirements for degree completion
- Commitment to research-based best teaching practices
- Enhancing and supporting teaching on campus—teacher training, teacher development
- Commitment to and funding for art on campus
- Commitment to and funding for tutoring

Facilities Services – Grounds

- Honesty, Diversity.
- Working together because all of the parts make a whole.
- The graduating students are the most qualified people in the area, state, nation.

Fine Arts Department

- Clark will place high value on **Fine Arts courses as core curriculum** in preparing students for the complex world of the 21st century. In the book, *A Whole New Mind: Why Right-Brainers Will Rule the Future* by Daniel Pink, he discusses why subjects such as design, art, and storytelling and other creative, holistic subjects help students **achieve success in tomorrow's job market**.
- Clark's policies and budgeting priorities will reflect a commitment to a **full-time, stable workforce** that can earn a living wage job, can engage in **professional development** to stay relevant in our jobs, and with a **balanced workload**. Such a workforce will enhance our reputation as being the institution in the region known for its accessibility to students and a leader in student retention and success.
- Clark's budgeting priorities will underscore a commitment to providing **up-to-date facilities and technology** on our main campus. Facilities and technology upgrades focus on improving efficiency in our administrative systems (specifically student services like advising,) as well as expanding facilities and technology with a focus on providing much needed **instructional resources**.

First Year Experience (FYE Task Force)

- Respect – teaching and modeling respect for diversity, courtesy, and civility
- Compassion
- Collaboration - among faculty, staff, administration and students
- Integrity
- Culturally competent

- Responsiveness to needs of all students
- Awareness
- Flexibility
- Openness to change
- Open communication
- An open door that is welcoming and not a revolving door
- Public service and civic mindedness
- Creation of affinity groups

Foundation

- Common values: faculty/staff/foundation and community, volunteers on college and foundation side, all of us as a college community.
- Unity.
- Commitment to excellence.
- Penguinacity!
- Acceptance of diversity/ culture ideas.
- All about the student!
- Support comes in with Time, Talent and Treasure.
- A culture of philanthropy.
- Respect.
- Agreement on the core curriculum.
- See themselves as exemplary in the field of education.
- For students to like where they are going to school : Penguin Pride!
- Open and respective to feedback.
- Commitment to customer service.
- Be bold , Be different, Take Action!
- Proactive *vs.* Reactive.
- Responsibility to retain students: retention and completion (it's a national issue).
- Understanding other people's positions and limitations (stance/position/perspectives).
- Universal acceptance – outside the community too.
- Cannot get everyone's opinion…balance of sharing/getting opinion before moving forward.
- Can't hamstring yourself.
- Students to understand their role in community before leaving college.
- Lifelong learning from cradle to grave.

Library, eLearning, Tutoring & Faculty Development Unit

- Ethics
- All employees valued
- Students first
- Service centered – students and employees
- Life-long learning
- Leading edge
- Value innovation
- Better cross-college collaboration
- Blur lines of stratification
- Equip students with "toolbox" for life beyond college (marketable skills)

Math Division

- I'd like every employee at Clark to be student-focused. Always ask: "Does this policy benefit the student body?" "Is our department doing everything it can for our students?" "Is there anything more we can do for our students so their Clark experience is positive?", etc.
- A strong sense of connectivity – between students, faculty, staff, community

Office of Instruction

- Common definition of shared governance and operating under that definition
- Diverse college community
- Transparency internally and externally to stakeholders
- Creative
- College value working efficiently and smart
- Internal & external customer service
- Not afraid of change-LEAN

Planning and Effectiveness

- Civility
- Collaboration
- Caring
- Responsible
- Trust and respect

- Ability and willingness to leave decisions to others who are in the correct positions to make those decisions
- Respect for others' positions/jobs/products-more understanding of how others' work affects you
- Diversity
- Sustainability
- Supportive
- All are working towards a common vision
- Existing core themes – to: Focus on Learning, Expand Access, Foster a Diverse College Community, Respond to Workforce Needs, Enhance College Systems
- Work/life balance for employees and students-allowing for participation; maintaining balance between growth and excellence; between inward focus and outward focus
- Realizing that we cannot be all things to all people
- Value co-curricular as much as Athletics
- Intentional
- Evidence-based decisions

Retention Committee

- People are our value.
- Experiential education.
- Evidence-based decision-making.
- Shared governance.
- College-wide approach to teaching and learning.
- Open to new collaborative models of teaching.
- Open to change and open to learning.
- Value of our students.
- Open access. Intentionally be inclusive.
- Demonstrated value of civic engagement and service learning.
- Demonstrated commitment to professional development for all employees.
- Value for systems thinking.
- Culture of care.

SOFA Unit

- Be open and welcoming to all community members who want to engage in life-long learning and training

- Foster diversity and provide a welcoming and safe learning environment for all of its students
- Value and honor connections of all kinds: faculty to students, students to students, Faculty to faculty, and the Clark community to the greater community
- Initiate and continue open discussions with the Board so that staff and faculty can fully communicate core values to the Trustees
- Focus on college initiatives that support social justice

STEM Unit

- Value quality instructors
- Distinguish Clark from other institutions.
- Value innovation – "It's not a one size fits all"
- Value the needs of the student-justify the value of what it is we are providing
- Value qualified staff
- Continuing education for employees, personal enrichment, and professional development

Student Life

- Students needs are first when creating all of our procedures and making new policies
- Everyone will be aligned that we are here for the students (without them we wouldn't have a job) and that all of our efforts are to provide them the support they need to be successful

Teaching and Learning Center

- Learner-centered values;
- Cultural competency;
- Provide opportunities for diverse populations;
- Cross Campus Collaboration;
- Value community expertise;
- Life-long learning

WCTE Unit

- Honesty, trust, respect, dignity, compassionate, helpful
    - Respect for all employees, not just tenure-track
    - Sense of community – no clicks
    - Focus on learning for faculty and students
- That CTE students, staff, faculty is considered equal to transfer degrees. Market like proprietary (private) colleges (improve your life) (value)
- The college advertises out CTEC programs
- Role models, testimonials for our programs
- The value of the CTE to the community & country, we add economic value quicker
- Track results of grads
- Value system of Americans-parents proud of certs
- Show our value & model CTE
- The importance of relevant training to enhance the community at large
- The continued commitment to lifelong learning values
- Everyone is created equal and will be treated as so
- We are committed to excellence in every area
- You can get to work & class on time because there is plenty of parking
- Cooperation/teamwork
- Value of industry, community partnerships
- College transparency
- Collaboration between students, faculty and administration
- Mutual respect
- Clark values and encourages personal growth and development
- Collaborative with other institutions & industry
- Receptive to change & growth
- Commitment to professional growth and knowledge
- Student centered learning through community outreach
- We believe:
    - Students should come to Clark prepared for college courses
    - We should offer students more "real-life" experience in their professional/technical pursuits
- We share a sense of community in our work
- We realize we are an organization with many parts; all valued which structure work in the most efficient manner
- That we keep in mind not only the importance of real human community and communication at Clark but the social structure of our community, its businesses, k-12 schools
- We need to keep in mind not only being high tech, but environmentally friendly

- Keep the value of education strong by promoting lifelong learning

Women's Studies Department

- We fully support all students by having copies of all textbooks on reserve in the library for student use.
- We fully support all employees and carry insurance coverage that does not discriminate against transgender employees.
- We overhaul all intake forms on campus to be inclusive of all people and we train folks who use them. We start with the one used by Health Services.
- Clark fully supports eLearning faculty, acknowledging that they do extra work in order to provide quality learning. Clark not only pays them extra for this work, but provides them the technology that will assist them best (iPads, laptops, etc.).

Workforce Education/Workfirst

- Clark College is
  - student centered
  - Shows integrity
  - Demonstrates strong work ethic
  - Service focused
  - Communication and Trust

3. What enhancements to instructional programs and student services are needed to fulfill this vision for 2020?

Administrative Services

- All instructional programs will effectively plan for and utilize technology to deliver content, engage learners, and provide students with the workforce-ready skills and training they need to be successful
- Career and Technical programs will be responsive to the changing needs of industry and business to ensure students are prepared for entry into the workforce
- Students will be given opportunities to experience real-world learning through service in the community, internships and other educational activities outside of the classroom
- Sufficient time and resources will be allocated to support ongoing technology training as a standard employee development expectation for all faculty and staff
- Students will have access to online access services 24/7.
- Recruitment, enrollment, advising, and retention services will be staffed sufficiently to meet the needs of students
- Administrative services will be staffed sufficiently to meet the needs of students, faculty and staff

Advising, Running Start, Credentials

- Instructional Programs: Cohesive training and partnership w/ faculty & staff; smart classrooms; green programs.
- Student Services: FYE; Technology/Training; Community partnerships; Internships;
- Adult learners needing shore term training.
- Actual 9 month certificates.
- Fully online certificates and degree options – different means of delivery.
- Comprehensive, all-in-one resources
- Stay ahead of the curve on CTC Link & Technology
- Have a number of point ppl to help with technology needs + CTC Link.
- Better use of social media.
- Computer assessment – technology literacy for student success
- Better representation of corporate and continuing education.
- Quality measurements of LEAN process.
- Better student/advisor ration (similar response to question #1)
- Wait times need to decrease for advising.
- Technology in the classrooms needs to increase.
- New programs – why are we still offering low retention programs?
- More visibility online & increased accessibility/services offered online.

- Outreach to older generations/non-traditional students.

ASCC

- Need more resources for faculty to become better teachers - TLC
- Workshops for students – more awareness of existing student success programs that increase the likelihood of completions and retention
- Increase student-to-student communication - students should market student success programs to other students, more peer mentor programs, build awareness of existing student success programs.

Basic Education Department

- Thinking as instructors, we imagine enhancements to instructional programs and student services through constant growth and improvement in instruction, or "excellence in teaching," as described in the Vision Statement. Thus, regarding professional development for instructors, we propose the following for consideration:

  I. Classroom management and/or general instruction tactics:
      a. Diverse student population in age, socioeconomic level, educational background, etc.
      b. Returning veterans and their particular needs and challenges
      c. Nonnative speakers of English and their particular needs and values
      d. Learning styles
      e. How to best serve deaf students; how to work well with their interpreters
  II. Testing and assessment work
      a. Related to Outcomes Assessment "from every individual" a culture of assessment as a valued and integral part of the teaching/learning process.
      b. Beyond or separate from Outcomes Assessment – managing standardized test requirements/outside agency testing requirements.
  III. Professional development directly related to:
      a. Faculty job description
      b. Post-tenure or non-tenured faculty review
      c. Peer review
      d. Self-evaluation

IV. Performance improvement plan, mentoring, or professional development available for shortcomings/growth areas identified in peer or supervisory review (especially for adjunct or non-tenured faculty as they do not have the same support provided by the tenure process)
V. Technology workshops – expanded timeframes (mini-lessons on website in sts. emails)
VI. Transitioning Students (and increased faculty/faculty "sharing") from noncredit classes to degree and/or certificate programs
    a. Basic Ed faculty offering advice/guidance and sharing expectations with faculty teaching degree or certificate content ("push")
    b. Faculty teaching degree or certificate content offering advice/guidance and sharing expectations with Basic Ed faculty ("pull")
VII. Enhanced volunteer and service learning classes and opportunities to reinforce class learning.
VIII. Increase in "free resources" (vetted by content teaching/learning experts) accessible to students
IX. Reduced cost childcare
X. Offer students incentives for completing (eg. 12 free credits of I-BEST if they complete a Fastrac class)

We also suggest that offerings be available online, via video replay, during breaks, and in summer in attempt to accommodate the full schedules of faculty members.

We need information technology at every level. This access should never be "finance" based. This information technology should support integration at every level rather than segregation.

BEECH Unit

- Data systems that are integrated and talk to each other (reducing duplication of efforts)
- Currently relevant (for 2020) and future oriented voc/tech programs
- Apprenticeship programs
- Expanded distance learning opportunities
- More technology and labs
- Simplified admissions and advising process

BHS Unit

- Technology updates, new equipment
- Increase of space
- Release time to faculty and staff to allow for collaboration and improve programs
- More online or hybrid course offerings

- More training for faculty and staff in technologies that students will need and demand their learning.
- More available counseling services
- More services for veterans returning to education and workforce (support network, safety net). Also needed for faculty in service.
- More services online, less time in line!
- Continued training both in house and for students
- Office space to support adjuncts; 2 computer stations not adequate
- Dedicated e-learning testing lab
- Completed STEM Building
- E-Learning has set policies for their faculty and has grown with demand.
- Great baccalaureate degrees
- A great tie-in with the community.
- Adequate office space for all employees.
- More faculty representation on EC and IC
- Clean, safe buildings
- Maintain Student Health Services

Communication and Humanities Division

- The enhancements to instructional programs and student services necessary to fulfill Clark College's Vision 2020 are continuing education and training for professors and instructors, expansion of certificate and transfer programs for students, and flexible course schedule options to meet the needs of all diverse members of the Clark community.
- Continue to fund work-study positions on campus, labs on campus (like language lab), institutional hires, provide students with real-life training/experience
- Fix ASCC so it's more user-friendly and so it works better with instruction
- I think that a computer proficiency requirement for faculty and staff would help both be competitive and relevant in an ever advancing technological landscape. I have had students in their last quarter before graduating who do not know how to send an email or save a MS Word file. Basic proficiency is necessary but I think developing additional skills for all students and faculty at Clark would only be a benefit.
- A stronger emphasis on teacher exchange programs, study abroad programs, and an international student presence at Clark would be helpful.
- I am not sure what expansions need to be made in offerings because I am so new here. Student services need to be improved in lower costs for students, food service on campus, an expanded library and larger book store.
- Instructional programs: further develop of online courses and learning opportunities

- Student services: Transparent assignment expectations (examples of expected work, detailed rubrics, developed feedback).
- Continue offering rigorous courses.
- Hold students to high standards
- Make sure faculty are supported in providing rigorous courses and holding students accountable. This approach IS student centered…most students want firm guidelines.
- English skills
- Hard look at the pre-reqs for courses
- College 101 class so that students can be set up to be more successful
- Service students in the evening at all campuses
- FT faculty teach at night / have a presence on campus in the evening.
- Reduce college textbook costs
- More strategic enrollment plan rather than the "open door" policy
- Learning communities in place
- Better understand of the DTA
- Higher skilled advising provided
- More collaboration between 2 & 4 year institutions

Communications & Marketing

- There should be a real online student portal; "meeting students where they are," whatever that technology may be—for now, providing alerts about important deadlines/student emails via text message.
- There should be cross-communication between administration, student services and faculty, perhaps in the form of training, to help facilitate students through the process of enrolling and completing their programs.
- There should be continued support of programs like math academy, ESL, and IBEST that help students with instructional needs.
- There should be support of the arts programs and a utilization of the areas arts resources.
- In general, instructional programs and student services should have greater flexibility and adaptability to change.

Cultural Pluralism Committee

- CPC is designated to provide checks and balances for the college on issues of power, privilege and inequity.
- CPC has the authority to question decisions and ability to over-ride decisions when there is evidence that the decisions are not being made in accordance with our value of being an agent for social change and to combat inequity and the use of power and privilege

Dental Hygiene

- Updated databases and management systems in all areas
- Availability of Bachelor's degree programs
- Online textbooks

Diversity and Equity (Office of)

- There is a PPI certificate
- Every student at Clark College takes a mandatory course dealing with PPI
- Cultural Competency is in mind when making policy and procedures
- The policies and procedures fit all students, including historically underrepresented populations
- Students from historically underrepresented populations know what their resources are if they are discriminated or need support. All staff and faculty would be that resource or would know the resources
- There is an academic department dealing with PPI and diversity issues

English Department

- Dedicated program for Creative Writing
- More opportunities for scholarships
- More *affordable* foreign study programs (in-house)
- Build a performing arts center.
- Create office space for adjunct faculty.
- Hire more full-time faculty and fewer adjunct faculty.
- Improve pay for classified staff.
- Reward staff who go above and beyond expectations.
- Publicize and value staff contributions.
- Improve program director positions, including student services/instruction communication.
- Rebuild TLC with a talented, dedicated director.
- Provide healthy, varied, interesting food options throughout the day and evening.
- Foster better connections with area high schools and with WSU.
- Evaluate and raise admission standards for Running Start students.
- Evaluate existing placement and re-enrollment standards for students.

- Improve and expand the availability of mental health services for students.
- Offer Mandarin classes.
- An overhaul of how we categorize, track, and process students through the degrees (they are arbitrary and might need revision).
- Identify under-served/traditionally marginalized populations more effectively to help them with what they need from before their first day of their first quarter.
- More questioning (perhaps through large-scale assessment?) as to WHY students are being placed where they are and how that impacts our devastatingly low retention, especially of under-served students.
- Better, stable funding for all of #2
- Better stable funding for faculty benefits and contracts
- In-house opportunities to earn transferable credit abroad
- Bring back the Teaching and Learning Center to its former status, and make it even better

Facilities Services – Grounds

- Outdoor class rooms. (in honor of Ann Snyder).
- Another building at C.T.C.
- Have the same classes at the North County branch as we have here at the Main campus.

Fine Arts Department

- Emerging career paths in the fine arts require a wide range of digital skills, as well as the traditional skill sets of each discipline. In addition to our current Digital Photography and Graphic Design offerings, we need to **expand our digital capabilities** to meet the demand of the student population and supply the creative media employers in the region.
- The Art and Drama departments are working in partnership to develop a new **AFA in Media Studies**, which would include interdisciplinary coursework in Drama, Art and Computer Graphics Technology, amongst others, to learn skills such as filmmaking and video editing, sound engineering and animation. This program will provide a direct pathway to WSUV's Creative Media and Digital Culture program as well as other career opportunities.
- The existing Decker Theater, which needs major renovations, and the Archer Gallery will be venues for screening work by students and visiting artists, but a **new performing and visual arts center** will be a vital link and our public face in the community. We continue to explore partnerships with WSUV and community-based arts organizations in support of this vision that is shared well beyond our own campus.

- A **new performing and visual arts center** will allow the Art department to round-out its foundational offerings with Sculpture and Printmaking, as well as the aforementioned Media Arts. These areas are embarrassingly unrepresented for a department of our size due to inadequate facilities. We need at least **two more full-time faculty positions** to adequately serve our students and curriculum, one in Digital Art and one in Foundations and Sculpture.
- **A new performing and visual arts center** is also **critical to the Music and Drama programs** which have **facilities that are far too small** for classroom and rehearsal space, and that have **no performance venues** for the ensembles at all.

First Year Experience (FYE Task Force)

- Learners have varying levels of preparedness – the college needs to respond to needs of all learners.
- COLL 101 College Essentials (FYE course) is a great tool for new students, and is a required course.
- Student Affairs, Instruction & FYE is a seamless entity- responsive to all, providing great service to all students.
- Required First Year Experience for all new students
- There are policies in place that serve rather than hinder Clark students.
- Workshops & groups to support student success & growth
- Service learning / volunteerism / civic engagement
  - Cohort groups, learning communities and affinity groups
  - Successful learning communities that aid in student retention & completion
- Support and engagement in all college mentoring programs:
  - Development of faculty mentoring program for new F/T and adjunct faculty
  - For staff – they need mentors too.
  - Expansion of Student Peer Mentoring Programs
- Performing Arts & Cultural center – bring it on! This will bring community members and a different type of arts oriented student to college. This would bring money / income to the college as well.
  - If large enough, this building could be used for graduation
- STEM building
- Workshops and groups to enhance student success and personal growth
- Student Success & Retention office or center
  - Visible and accessible to students
  - Staffed with enough Retention Specialists to assist Clark's diverse and large student population
- Parking!

Foundation

- Student services: critical area- registration/financial aid: better customer services.
- Students don't even know the process for registration/financial aid etc: how to help them?
- Stop trying to be the everything college: focus on areas of specialty. Take pride in instead of shying away from.
- Endowment resources for flagship programs .
- Enhancing business partnerships to improve learning and training (diesel..…nursing?).
- Curriculum could be impacted by the previous comment.
- Use shared governance to empower, not stifle the decision making.
- Increase distance learning – online business learning – accessibility.
- Update facilities or replace.
- Update website or replace website (Clark College site).
- Increase alumni involvement and opportunities.
- Considering crowd sourcing mechanics for instruction (let a group comment on an issue…ie: astronomy…put it on the net and it leapfrogs!).
- Building partnership K-16.
- Embracing innovation and programming: futuristic on curriculum how programs are built.
- Less reliability on tuition and state funding: more private support.
- More options for the non-traditional student (weekend/online/e-learning) 24/7 access
- Satellite campus: in WA State (like somewhere in up in the northern part of the State).

Library, eLearning, Tutoring & Faculty Development Unit

- Copyright and other legal issues / provide information
- Education / professional development
- More time online; less time in line
- Academic computing
- Proper tech training for staff
- Time for planning / desk manuals for each position
- Right size the college / appropriate staff levels / more full time positions
- Reducing bureaucracy for rehires
- Permanent "floating" positions
- Look for efficiencies to save money / LEAN our offices and departments
- Testing and assessment center for students (college readiness)

Math Division

- Adding more vocational programs is one. I still hear stories from students how difficult it is to get advising -- so we need more advisers and even counselors? Reducing costs of taking classes -- cheaper textbooks (rental books or cheap e-books), lower tuition, more grants and scholarships. Commuting solutions -- encouraging more carpooling or busing (financial incentives?).
- More variety in how classes are offered – variety of how many days per week, more hybrid courses so students get the best that both online and f2f offers them. I would love to see a testing center so that instructors (especially below 100 level) don't give up instructional time to give tests – students take tests elsewhere, perhaps on a computer.

Office of Instruction

- Flexible faculty schedules
- Remote working arrangements for staff
- Better data system
- Delivering relative and cutting edge
- Online degrees
- Maintain and ensure quality education
- More on-line (Moodle) training for instructors
- Competency-based degree options
- Credit for prior learning
- Applied bachelors degrees
- Improved operational processes
- Statewide system for SID's
- Electronic key system
- More course offerings in the evenings

Planning and Effectiveness

- Ensure quality/relevance of Associate degree programs before moving on to Bachelor programs
- Quality over quantity of degree/certificate programs
- Coherent and effective first-year experience
- Gen-eds woven into career & technical programs better to help completion rates
- More structure within degree programs – more cohorts to help completion rates
- Assessment that is focused on strengthening student learning
- Credit for Prior learning that is clear and understandable and assessable

- Exciting new programs/opportunities – existing programs should be assessed and evaluated regularly to ensure student learning and relevance that leads to employment
- Each student will be assigned one advisor who will stay with them through their degree program
- Well-rounded student experience including a robust student life
- Distance learning program that is adaptable and makes use of technologies
- Fully online Associate's degree with reasonable choices
- Adjuncts that are working in the field and teach as a complement to their profession, bring in up-to-date skills and knowledge to the classroom

Retention Committee

- Implementation of a leading edge IT plan.
- Access to appropriate training for IT.
- Better (more effective) processes.   E.g., enrollment.
- A college-wide First Year Experience for all students.
- More Retention Specialists to address our goals.
- More parking.
- Office of Sustainability.
- Work-force ready equipment for training.
- Developing and revising programs to meet labor market needs.
- Student engagement opportunities that appeal to the broadest spectrum.
- A wide variety of clubs and activities.
- Central databases for study and diverse career pathways.
- Cutting-edge student learning and support.
- Self-paced and competency-based student learning.

SOFA Unit

- Design affordable international study opportunities for our students
- Provide a well-designed, well-staffed student support center for testing (open seven days per week)
- Provide more degree options and viable transfer pathways to four-year colleges and universities
- Move to a semester system to reduce administrative costs and better align with WSU annual schedule

- Implement online streaming of all instruction-related videos
- Continue to support relationship-based practices, focus on retention, and look at all programs on campus with an emphasis on a more diversified workforce
- Develop an e-portfolio system for all students
- Create an employee retention committee that helps the college retain a highly qualified and committed workforce
- Establish an Environmental Studies program
- Move offices of President and Vice-Presidents to T-building
- Provide healthy and organic food choices from morning until night

STEM Unit

- Larger STEM Building
- Thoughtful planning for distance learning
- Enhanced 2020 Technology, e.g., website, hardware and software
- Quality budget process, more robust, and a budget system based on strategic planning and resource allocations
- More flexible class schedules for students by 2020 *(students should not have to drive to class five days a week)*
- Better Strategic Planning for Student support services, e.g., tutoring
- Enhance a more outward looking budget; entrepreneurial
- Branch campuses need to be connected – thoughtful implementation when planning to build a branch campus-better coordination for all campuses "making sure they are all on the same page"
- Have a vision forward; example: when building the Columbia Tech Center, "what is the plan?"
- Have a vision on how we are going to grow

Student Life

- Technology
- Instructors that are current and relate to students (no dinosaurs)
- Streamlining processes to eliminate or reduce barriers
- Relevant coursework – promoting current opportunities in line with current economics and available jobs in our community
- Greater connectivity to community needs; more responsive

- Have a group of core programs (a niche) that connects directly with the needs of our community
- Class scheduling that allows students to move through their coursework quickly and efficiently (i.e. – the courses that are only offered specific quarters – making this less impactful to students)

Teaching and Learning Center

- Increase professional development opportunities
- Educate staff / faculty w/ professional development opportunities
- Streamline professional development opportunities
- Time for research, development and dissemination
- Increased access to services for student needs
- Increased support services
- Implement Technology Plan

WCTE Unit

- Parking, advising higher education of each program and what is required to successfully complete the program.
- Checklist
    - Latest technology depending on department
    - Marketing the instructional vocations
    - Make bulletin boards free to post all marketing of educational (vocations)
- Improved communication between instruction and student services
- Need solid money in budget for sustainability of technology replacement and upgrade
- Funding innovation, both in new pedagogy and instructional technology to new programs
- eLearning development for CTE to better reach a diverse learner population un-served by Clark today
- Stay on the cutting edge of technology at any cost
- Smart classrooms-every classroom at this level
- Updated equipment
- Adequate levels of trained and well-compensated staff and faculty
- Faculty and advising all on the same page; communicating the same things
- Advertising and promotion (better web site) more user friendly
- Promoting our students' success and what they do

- More parking would enhance the instructional program and student services
- Instructional program have the flexibility to change/adapt with industry & community needs
- Clark would be dedicated to meet the needs and demands of current & emergent technologies by upgrading facilities, equipment and instructional
- Improved and effective collaboration between advising and instruction when developing student career pathways
- Continued field trips & in-service learning
- Need to close gap between reality in industry demand and (student) interest and ability (post high school and worker retraining)
- Resources given to support initiative to make Clark nationally recognized in Health Information Management
- Seek out emergent industries to plan or innovate new programs around such developments
- Appoint a strategic planner & director to manage & oversee industry partnering
- Better coordination between advising, financial aid, registration, testing
- Paying special attention to rising populations in autism; education for our educators to help special needs and encouragement for the faculty to be more aware of troubled students in order to help them

Women's Studies Department

- We no longer purchase DVDs but instead we purchase streaming rights.
- Staples, paperclips, and basic supplies are readily available.
- Fewer emails – keys, boxes, kitties, birds C'MON! Split the master list such that there is one just for essentials and one for the less than essentials such as boxes, keys, kitties, birds, etc.
- Assessment of computer literacy for new students with specific training options available.
- Get financial aid to students quickly so they don't have to drop or fall behind because they can't buy textbooks.

Workforce Education/Workfirst

- Business connections and clear transitions to employment. Focus on hands on experience to assist with employment.
- Enhance these program through enhancing your staff with training (including student employees) and development opportunities. Resources, planning and support MUST be in place for our employees.

- Expand programs to include computer technology, soft skills, customer service, respect, time management and self-motivation
- Expand IBEST and IBEST like programs to enhance the student's learning experience allowing them to go further faster.
- Enhancing the new student orientations with our students who have firsthand experience with maneuvering the college systems and what resources are available.

4. What should Clark College's budget priorities be by the year 2020?

Administrative Services

- Clark College will consistently offer competitive wages and benefits that attract high quality staff, reward performance, and reduce turnover
- Clark College will ensure that staffing levels in all areas are adequate for the work at hand
- Clark College will consistently upgrade its technology, work spaces, classrooms, labs, equipment, parking, and other resources to ensure high levels of productivity and service delivery
- Clark College will reduce dependency on part-time staff in security, emergency preparedness, facilities
- Clark College will hire more full-time, tenure-track faculty and reduce dependency on part-time and adjunct instructors.
- Clark College will support ongoing employee development and training
- Clark College will sufficiently fund services and programs that contribute to student success, retention and completion

Advising, Running Start, Credentials

- Online certificates and programs – increase FTE without taking up classroom space
- Increasing students affairs presence at satellite campuses.
- Increase employee population
- Keep employees happy
- Budget consideration to allow us to meet student/advisor ration rather than 1:1200
- More space
- More support for adjunct faculty
- Raises for staff!
- Investing in programs that are performing well.

ASCC

- Fund the ASCC Pizza Fund
- Tuition
- Grants
- Scholarships
- Books
- Faculty development

- Incentives – learning styles
- Confirm whether an adjunct is going to teach a class to give them more preparation time prior to the quarter to prepare lesson plans.
- Big screen in Bauer
- De-unionize instructors

Basic Education Department

- Generally speaking, we believe budget priorities should include:
  - Making instruction and its support primary; making grounds beautification, sports teams, and superficial concerns secondary
  - Attracting and retaining talented, committed faculty, administration, and staff by offering job security, a safe and hospitable workplace, opportunities for professional development, and true shared governance
  - Hiring of more full-time faculty
  - Parking or shuttle facilities

BEECH Unit

- Multi-level parking structure
- Replace Foster/Hanna/Hawkins complex with a multi-story instructional building
- Electronic key system for entire campus
- Safe, controlled crossing to buildings and parking on west side of Fort Vancouver Way
- Expand to other locations to serve other parts of county and reduce traffic at main campus

BHS Unit

- Facilities (space and technology)
- Release time to improve programs
- Increase faculty development opportunities
- Student Services
- Technology upgrades (student computers in more classrooms). Interactive computer system in classrooms.
- Amphitheater space on a Clark campus (community event center). Could rent space when not needed by Clark.
- Space – classrooms, office space

- Technology – tools needed to support programs and services
- Keep classified staff happy
- Support for adjunct faculty
- Generous retirement packages
- Competitive salaries
- On-going facilities upgrades
- Keeping up with the latest technology.
- Expansion in site development.
- Continue professional development for faculty and staff.
- Realistic salaries – wages are below industry standard.
- Full-time faculty
- More support staff

Communication and Humanities Division

- Help the students as much as possible. Maslow Hierarchy of Needs claims that until the basic needs are met: food, shelter, water, etc……all else is compromised.
- Clark's budget priorities for the year 2020 should be staff and faculty training necessary to provide a wide range of communication mediums for course options. In addition, expansion of programs would require time and collaboration across departments to ensure alignment with Clark's goals. For Clark to compete in the ever changing digital landscape, we must dedicate our time and resources to ensure the proper training and most current services for our students.
- Instruction!
- I'm still learning the ins and outs of the current budget, so my foresight may be limited. I do believe investing in technology training for *all* students and faculty should be a priority. That would mean hiring more faculty to strong technical skills to instruct students and other faculty. It would also require that the college spend more money acquiring licenses for software that students need to learn to be a top candidate the positions they apply for.
- Additional funding opportunities for faculty and students to engage in international study and exchange programs would be needed to foster a more global perspective. Study abroad programs are far too expensive for most students without financial assistance. More resources for faculty, monetary and other, would also help.
- More tenured faculty.
- Better compensation for adjunct faculty.
- I would like to see the expansion of the library and book store and food offering facilities.
- Expand the labs around campus
- Increase the number of FT positions so that the FT / PT ratios are flipped.

Communications & Marketing

- provisions to stay on the cutting edge of technology including instruction and faculty development to train in new technology and teaching methods;
- promotion of the college within the region;
- putting the "A" back in STEM – invest in becoming a center of the arts in the region;
- investing in events that bring the community into the college, like Career Days, even if they're not taking classes;
- remaining affordable on tuition costs; and
- Improvements to parking and safer street crossings.

Cultural Pluralism Committee

- Funding for sufficient training for faculty, staff, administrators and board around issues of ppi and diversity.
- Ample student services for historically disadvantaged populations
- Adequate funding for the office of Diversity & Equity
- CPC should have a budget to support its initiatives
- Targeted outreach to achieve diverse applicant pools and to retain diverse workforce
- Fully fund full adaptive support for all students who need some form of assistance with accessibility
- Professional development is funded for people so that they will understand , recognize and address systems of oppression and for those targeted to develop skills to feel safe and function
- Value the expertise of people at the college

Dental Hygiene

- Teaching and Learning Center support
- Support of infrastructure that, in turn, supports the students
- Streamline the decision-making process for spending resources

Diversity and Equity (Office of)

- Supplies for the Office of Diversity and Equity to educate about PPI
- Financial resources to hire more staff for the Office of Diversity and Equity for Admin help as well as an event planner

- Staff that specializes in other historically underrepresented populations in the Office of Diversity and Equity (Men from historically underrepresented groups, GLBTQI, Asian and Pacific Islander, etc.)
- Resources for professional development in diversity initiatives
- Financial resources to bring speakers that are nationally known in Diversity
- To provide the resources needed to support the current and future vision and values around institutional diversity

English Department

- More full-time tenure-track faculty!
- Funding full-time, tenure track faculty.
- Raising wages for underpaid staff members.
- Providing more mental health services for students.
- Number one: priority of full time to adjunct ratio. And not just one year replacement positions, but tenured faculty who can share the labor of the work of the department, the programs, and the college itself. This would make a huge difference in terms of how much faculty can serve the needs stipulated by the administration in terms of assessment and governance
- Waste. We know where the waste is (and not just sports and marketing), but at the level of students who are gaming the system—1/3 of our ABE students disappear once the check comes.   Not only are they abusing the tax payer's trust; they are burning through their financial aid in case they DO wish to pursue a college education later. The faculty in these departments KNOW this is an issue and they know how to identify the students. Why do we not have procedures in place to prevent this from happening?
- Learning Communities, and other pedagogical methods that may appear to cost more up front but actually reduce cost in the long-term.
- A focus, as we wrote earlier, on making decisions at EVERY level (for example, what advisers currently tell students when they try to get into classes on the 10th day—"go talk to the teacher and see if he/she will let you in") based not on short-term monetary decisions (or lack of anything better to say), but rather on long-term institutional effectiveness—effectiveness defined as higher retention rates and graduation rates. Truly integrated learning communities, with both faculty paid for all hours they are in the classroom and for prep time, is one such example.
- See #3
- Procure/prioritize more State funding
- Increase the ratio of full-time faculty
- Updating technology on campus

- Updating technology support and training
- Cover more of tuition
- Maintain affordability for lower-income students

Facilities Services – Grounds

- Additional grounds people.
- Update the parking.
- Pay raises

Fine Arts Department

- Remodeling or **replacing outdated buildings** across the main campus. The *Frost Art Center, Decker Theater* and *Beacock Music Hall* are all currently in desperate need of updating and expansion. Improved facilities are a crucial need in making our needed curriculum updates.
- Funding more **full-time tenured faculty positions**. Art needs 2 more positions by 2020. Music and Drama each need one more position. Additionally we need more instructional support in the form of a lab technician or instructional aide in Art and Digital Media.
- Providing more support for **professional development** activities that are directly related to our positions such as online teaching, advising, articulations, outcomes assessment and technology training. **Adjust workloads** to allow for these activities where they are required and, also to reflect more equity across campus faculty and staff. Understand that strengthening a program cannot happen without this financial commitment.
- Fully **fund all instructional and co-curricular programs** such as the music ensembles, the Archer Gallery, the theater shows and the *Phoenix*, just to name a few. The Art department is already working with WSUV to discuss **collaborative shows** using the Archer Gallery to further strengthen ties between our programs, and to make more efficient use of resources. But support from the instructional budget is vital to keeping this co-curricular program viable.
- **Fully compensate classified staff** to reflect current market conditions and provide a living wage job. Review classified positions' workloads, as necessary.

First Year Experience (FYE Task Force)

- FYE is required
- Investment in learning communities
  - These students will stay at college longer and have higher completion rates

- Student focused
- If we want to be a diverse leader in state in learning diversity – we need to put money behind it.
- We also need to put money into the performing arts center.
- Scholarships
- Career Services
- Retention & completion strategies
- Retention center – more retention specialists (see above)
- More funding and programming to support student success
- More college wide events that draw the entire college community – for example welcome week bbqs.

Foundation

- Instruction.
- Increase our revenue sources, instead of cutting programs because we are not being proactive and visionary.
- Build budget from NEEDS up.
- Flagship programs: make certain they stay flagship – state of the art (health/ science/early learning/auto/ welding/diesel/mechatronics/engineering/paralegal).
- Should be mindful of investing in your most important asset: students/faculty.
- State of the art campus.
- Education for the 21 Century: less focus on physical: need another campus *vs* how education is delivered in the 21 century.
- Professional development/sabbaticals/conferences/to make faculty stronger –is it a priority now? Should be!
- Foundation: 100k for last year
- More scholarships.
- More Penguin Promises.
- Strategic alliances with employers.
- Infrastructure and technology.
- Branding and marketing.

Library, eLearning, Tutoring & Faculty Development Unit

- Money to implement efficiencies / innovation to benefit the college
- Money for expansion
- Technology to increase efficiencies
- More full time positions for faculty and staff

- Maintain buildings on main campus / Take care of what we already have
- Increase existing pay rates / pay better
- Making instruction and its support primary; making grounds beautification, sports teams, and superficial concerns secondary
- Attracting and retaining talented, committed faculty, administration, and staff by offering job security, a safe and hospitable workplace, opportunities for professional development, and true shared governance
- Hiring of more full-time faculty
- Parking or shuttle facilities

Math Division

- No more money allotted for marketing. (If we become THE place to go to get training, we won't need to market ourselves.) Instead, we need to spend money where it benefits students -- more advisers, full-time instructors, tutoring/testing services, etc.

Office of Instruction

- Technology
- Facilities
- Diversity
- Credit for prior learning

Planning and Effectiveness

- Consider all expenses when we decide to grow (new classes, programs, buildings) – consider all aspects including faculty, staff, department support
- Using adjunct and full-time positions wisely
- Better salaries for all
- Funding is based on the strategic planning priorities
- Budget to keep tuition stable – the college should do whatever it can to keep student costs as low as possible
- Make sure all existing programs, buildings, and resources are as good as they can be before deciding to add new – being intentional and transparent in these decisions – to ensure that these decisions are based on student and community needs rather than Clark employee needs

Retention Committee

- Highly qualified, full-time workforce appropriate for the size of the institution.
- Enhanced student learning spaces.
- Well-designed classrooms.
- Adequate instructor/student meeting space.
- A well-developed IT plan.
- Program development and innovation.
- Established funding for maintaining and updating equipment, facilities, etc.

SOFA Unit

- Build a Performing Arts Center--a community cultural center that will house a theatre/music performance hall, the art gallery, and fine arts classrooms/studio space
- Complete the Child and Family Services Phase II building, including dedicated early childhood education classrooms/labs with running water, heat, and cameras
- Develop and implement Applied Baccalaureate Degree programs
- Establish a full-time, stable workforce at the college with minimal reliance on adjunct instruction and part-time staffing
- Fund a fully-staffed eLearning support center
- Provide College-owned laptops to online faculty
- Upgrade our electronic infrastructure to incorporate the active directory and fully integrate all of the college's processes
- Lower tuition rates
- Implement critical upgrades to the older facilities on campus, including but not limited to additional drinking fountains, more/better restroom facilities including gender neutral bathrooms and baby changing stations, radon mitigation

STEM Unit

- STEM
- Salaries adjusted across the board
- We need to know what the plan is, a Strategic Plan that guides budget decisions
- Create cost center allocations with defined budget costs for travel, professional development etc.

- Have budget priorities that don't assume for growth and provide needed support
- Have a defined budget for student support services e.g., tutoring
- Pay adjuncts pro rata,
- More full-time faculty and staff support
- Budget ratios
- Per student growth

Student Life

- Technology – be current, leaders vs. catching up
- Streamline instruction – smooth progression to transfer, career or goal attainment for students
- Advising – better documentation of conversations to ensure a better and more consistent experience for students.
- Staffing - more full-time staff vs. part-time staff; invest in our people paying them appropriately and providing opportunities for professional development

Teaching and Learning Center

- Funding for Technology Plan
- Facility infrastructure
- Fund and staff the Teaching and Learning Center
- Increase funding for faculty / staff development
- Efficiencies / flexibility with allotted professional development budgets
- More full-time staff and tenured faculty

WCTE Unit

- Parking
- Marketing
- Flexibility to changing technology
- Training of faculty and staff
- Hire a vocational vice-president
- Remove the fat for money that is going out

- Equipment maintenance and upgrade
- CTE equipment sustainability
- E-Learning: Provide adequate resources-teaching faculty who show the rest
- Quality faculty (funds)
    - Professional development
    - Top-gun fund
- Investment in innovative training that brings college, students, community members and businesses together
- More parking allows for more students to attend college to get the education to meet the needs of the businesses in the area
- Investments in e-Learning. Pay talented people to bring it; instruct it
- Our facilities need to be current, inviting, happening
- Monies earmarked for improvements, growth, changes, additions
- IFDF funds increased to improve professional development for faculty
- Clark's focus on quality learning-experience in emergent technologies
- Keep Clark College on the forefront of education
- Establishing industry partnerships/affiliations to aid in funding our programs & instructional development
- Focusing on producing productive members of society
- More full time & tenure track positions
- Fixed departmental budget to use as (we & our advisory committee) see fit
- Dedicated compensation for outside recruitment
- Instruction
- Bring back proper pay for staff/fairness in pay
- Distance learning funding
- Car pool on website for faculty and staff
- Training for educators for special needs students
- We have to be sensitive about rising tuition-we need to take pressure off students
- Consistent funding for instructional techs (and skeletons)

Workforce Education/Workfirst

- Living wage for our employees, so that their children can be college ready.
- More perks/benefits for our part-time staff and adjuncts. For example, offering $5 classes that full time people have. These folks are poised to benefit greatly from these classes and their educational enhancement can only benefit the college.
- Expand training and development for employees including diversity training