



# STRATEGIC PLAN 2023-2028

## MISSION

To cultivate an inclusive, equitable, and vibrant community, Clark College educates, empowers, and elevates individuals to achieve their personal and professional goals.

## VISION

Rooted in social justice, Clark College is a beacon of hope, opportunities, and transformation providing excellent and equitable education to create economic, cultural, and community growth.

## VALUES

Social Justice

Partnerships

Innovation

Shared Governance

Continuous Improvement

Sustainability



## TENETS

**Equitable Student Experience:** Clark College supports student success and retention through equitable access to quality education; pathways leading to transfer, completion, and living wage careers; and positive contributions to our community.

**Employee Engagement, Empowerment, and Excellence:** Clark College employees are valued, celebrated, and respected and are offered opportunities for equitable professional growth.

**Community Partners Engagement:** Clark College is a leader in inclusive excellence that strengthens the Southwest Washington community through interdependent partnerships, which are integral to our community's cultural, economic, and educational vitality.

**Institutional Effectiveness and Equity:** Clark College maintains an equitable, high-performing organizational structure and positive college climate.



# STRATEGIC PLAN 2023-2028

## PRIORITIES

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### Equitable Student Experience

**Priority One:** Provide holistic and flexible resources that assist students in identifying and staying on their educational path through completion.

**Priority Two:** Partner to remove barriers and provide inclusive support to increase student success.

**Priority Three:** Improve student transfer and employment opportunities.

**Priority Four:** Create an environment where students feel welcomed, supported, represented, included, and a sense of belonging.

**Priority Five:** Create curriculum and opportunities for all students that incorporates diverse cultures, backgrounds, and experiences to ensure academic success.

### Employee Engagement, Empowerment, and Excellence

**Priority One:** Foster an environment of employee engagement through open communication, transparency, and involvement in key decisions.

**Priority Two:** Encourage and recognize employees regularly for innovative ideas, individual achievements, and team successes.

**Priority Three:** Increase diversity among faculty and staff, develop and deliver diversity, anti-discrimination, and harassment training for all employees, including how to foster equitable, anti-racist workplace and educational environments.

### Community Partners Engagement

**Priority One:** Create educational pathways that reduce barriers to student achievement in collaboration with educational partners.

**Priority Two:** Become the first choice for workforce training options by building and maintaining deep relationships with business partners.

**Priority Three:** Design streamlined programming that leads to in-demand, high-wage employment.

**Priority Four:** Build a college-going culture, specifically for populations not well served by education systems, and expand our reach in rural areas.

**Priority Five:** Develop culturally relevant, future-thinking, and engaging educational programs aligned to students, employers, and community needs.

### Institutional Effectiveness and Equity

**Priority One:** Improve internal and external staff, faculty, and student communication.

**Priority Two:** Practice equitable, data-informed transparent decision-making.

**Priority Three:** Maintain consistency and efficiency in staffing and business processes.

**Priority Four:** Streamline workflows with robust tools and resources available to complete the work efficiently.

**Priority Five:** Strategically assess and allocate resources to equitably serve students and the community through programs, systems, services, and supports.