

Strategic Plan

CLARK COLLEGE >>2009-2014



Clark College is pleased to present its *2009-2014 Strategic Plan* in support of learning and student success.

The *Plan* represents a comprehensive visioning process to support the college's role – within the region, state, and nation – in providing opportunities for diverse learners to achieve their educational and professional goals.

The *Plan* was created through research and a review of the needs of the college's service district: Clark, Skamania, and western Klickitat counties.

Every area within the college has aligned their work to support the *2009-2014 Strategic Plan*. That college-wide commitment will be key to accomplishing Clark's strategic objectives and fulfilling the College's mission and vision.

Simply put, the *Clark College 2009-2014 Strategic Plan* supports student success.

Strategic Planning Task Force Members (January 2008 to June 2009)

- Candy Bennett
Executive Director of Planning and Advancement (Retired)
- Veronica Brock
Professor of Health and Physical Education
- Vicki Cheng
Administrative Assistant for Business and Technology
- Bruce Davidson
Clark College Foundation, Chair
- Shanda Diehl
Associate Vice President of Planning and Effectiveness
- Lisa Gibert
Clark College Foundation, President
- John Jablonski
Adjunct Instructor of Communication Studies
- Miles Jackson
Dean of Social Sciences and Fine Arts
- Bob Jones
Automotive Professor (Retired)
- Kim Largen
Associated Students of Clark College, Student Activities Director
- Dan Overbay
Associate Director of Student Recruitment
- Kim Peery
Board of Trustee (Past)
- Sabra Sand
Accounting Supervisor
- John White
Board of Trustee
- Sandra Woodward
Professor of English

LETTER FROM THE PRESIDENT

By its nature, a strategic plan focuses on the mission and vision of an institution, as well as its strategic directions and goals.

I believe this document is different because, at its heart, it focuses on our students.

Every student at Clark College has a story. Some stories reflect struggles; many reflect triumphs.



It is the story of a farm boy from Centralia who became the CEO of one of the largest transportation companies on the West Coast.

The story of a woman who waited nearly four decades before realizing her dream of a college education.

The journey of a refugee from Vietnam who is the founder and president of the premier welding contracting firm in the region.

It is the tale of a woman whose husband became disabled in an accident. She needed to go back to school so she could get a job and put food on the table for her children. She earned a nursing degree.

It is the story of a young man who was the first in his family to attend college. Today, he is ranked in the top one percent of investment managers in the nation.

All of those accomplishments were made possible because of the students' hard work and the support provided by Clark College faculty, staff, administrators and supporters.

At Clark College, it's all about the student. That belief is at the core of everything we do.

Our strategic plan tells our story.

It enables us to support educational excellence and focus on learning as we welcome and embrace the deeply moving stories of thousands of students – not just for the next five years – but for generations to come.

Robert K. Knight
President, Clark College

VISION

Extraordinary Education • Excellent Services • Engaged Learners • Enriched Community

MISSION

Clark College provides opportunities for diverse learners to achieve their educational and professional goals, thereby enriching the social, cultural, and economic environment of our region and the global community.

CORE THEMES & FIVE-YEAR COLLEGE GOALS

Focus on Learning

The College will focus on learning as the foundation for decision making with respect to planning, technology, location, instructional methods and successful outcomes. Learners will receive high-quality, innovative education and services that foster student success in achievement of their goals.

- » Identify, offer, and support teaching and learning strategies that enhance student success.
- » Increase the retention and progression of all students, with emphasis on first generation students.
- » Refine and implement continuous improvement planning consistent with the “learning college” model.
- » Provide all employees with opportunities for professional development.

Expand Access

The college will offer programs and services that are affordable and accessible to students of the community. Students will be provided flexible options for learning in locations that are accessible and resources that help make their education affordable.

- » Provide appropriate support services and reduce procedural barriers to help students enroll in college.
- » Expand options to increase the overall affordability of education.
- » Expand online services across the college.
- » Expand learning options by offering courses and services in various modalities, timeframes, and locations.

Foster a Diverse College Community

The college will provide programs and services to support the needs of diverse populations.

- » Recruit, retain, and support a diverse student population and college workforce.
- » Provide comprehensive training and educational resources to help all members of the college community interact effectively in a diverse world.



Respond to Workforce Needs

The college will provide educational services that facilitate the gainful and meaningful employment for students seeking training, retraining or continuing education. College programs and services will meet the economic needs of the community.

- » Identify and support high-demand workforce needs.
- » Identify and support emerging workforce needs, including technology training and green industry skills.
- » Establish, maintain, and expand partnerships that support workforce needs.

Enhance College Systems

The College will continually assess, evaluate, and improve college systems to facilitate student learning.

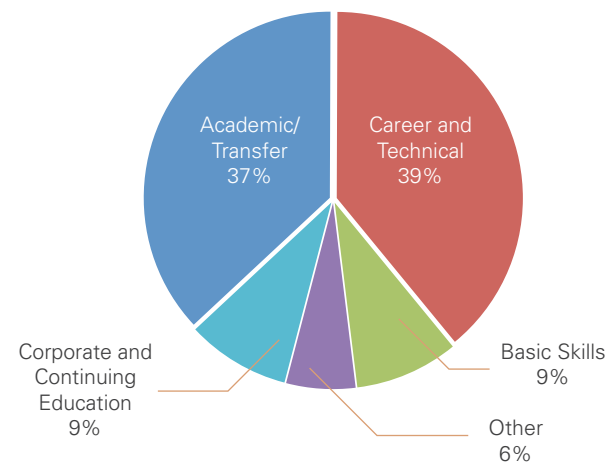
- » Improve college infrastructure to support all functions of the college.
- » Develop and implement an effective advising system to enhance student success.
- » Seek alternate resources, such as grants, philanthropy, and partnerships to fulfill the college mission.
- » Refine, communicate, and implement a shared governance system.
- » Integrate environmental sustainability practices into all college systems.

A Commitment to Learning

What does a commitment to learning really mean?

At Clark College, it can be seen through the college's comprehensive educational offerings. Located in Vancouver, Washington, the community college serves Clark, Skamania, and western Klickitat counties with a mix of accredited academic/transfer and career and technical programs as well as corporate and continuing education.

More than that, the College's commitment to learning can be seen in the more than 22,000 students who choose Clark College for their education each year.



A Growing Region

Southwest Washington has experienced significant population growth in recent years, and that growth is expected to continue for the foreseeable future. This growth has resulted in strong and increasing enrollment at Clark College. Moreover, enrollment has – and will continue to be – impacted by economic conditions across the United States.

During the initial stages of this Plan's implementation, Southwest Washington experienced the highest unemployment rates in the state. The relationship

between enrollment, population growth, and the economy makes the College's commitment to focus on learning, expand access, foster a diverse college community, respond to workforce needs, and enhance college systems more essential than ever.

Partnerships for a Bright Future

At a time when state funding has declined and the college has welcomed record enrollment, partnerships play a pivotal role in Clark's success – today and for the future.

A strong partnership with the Clark College Foundation allows the College to embrace a margin of excellence that state funding alone cannot provide. As the college implements the *2009-2014 Strategic Plan*, the Clark College Foundation is also focusing on the future by facilitating private investment through philanthropy. The Foundation will raise dollars to support scholarships, healthcare education, technology infrastructure and education, as well as additional and enhanced facilities – all of which are needed to enable the College to support student success and meet and exceed the goals of the *Strategic Plan*.

In addition, business and community partnerships and grants provide new opportunities for the College to support the economic recovery of the region – and its ongoing vitality.

As the *Strategic Plan* demonstrates, Clark College has a renewed commitment to be creative and entrepreneurial in securing resources to maintain and enhance access to the high-quality learning opportunities the College offers.

With both population and enrollment rising, the College has been planning for future growth through new facilities:

1. Clark College at Columbia Tech Center, a comprehensive educational facility in eastern Clark County, opened in fall 2009;

2. A new Science, Technology, Engineering, and Math (STEM) building is expected to be built on the College's main campus during the next few years; and,
3. A facility in northern Clark County, which is planned for completion during this decade.

Clark College is also committed to fostering a diverse college community. The Clark College Diversity Plan was adopted in spring 2009; the same time as the *Strategic Plan*. The Diversity Plan calls to action all of the college community to recognize, understand, confront, and challenge the institutional systems of privilege, power, and inequality so that all members of Clark College support student success. Implementing the Diversity Plan will require assessment, learning, and self-actualization for all members of the college community.

Continuous Improvement Supports Student Success

Over the next five years, Clark College must be focused and deliberate in its actions. To facilitate this, the College has implemented an operational planning process. The process guides all organizational units to engage annually in continuous improvement activities directly linked to the *Strategic Plan's* five-year goals. Resource allocation will be prioritized based on this process. Engagement in continuous improvement efforts are directly linked to the *Strategic Plan* and positions the College to fulfill the Plan.

Annually, the Scorecard is used to evaluate the progress toward fulfilling the *Strategic Plan*. The Scorecard consists of indicators, benchmarks, and evaluative scores. The indicators were selected to measure the progress toward accomplishing the five-year college goals within the Plan. Collectively and individually, the measurement and evaluation of the indicators are compared to benchmarks and provide

the information needed to determine areas of progress and areas in need of improvement. These areas are then linked and prioritized within the organizational units' operational plans.

Shared Governance Empowers Student Advocates

Through open dialogues with the president, task forces and committees, College Council and much more, Clark College is committed to shared governance. The college has a renewed commitment to reaching out to the people who are impacted by all college-wide decisions so that they can thoughtfully provide suggestions and feedback before those decisions are made. The results are better and more effective decisions that support our students and position us to fulfill this strategic plan.



Through partnerships and our commitment to learning, shared governance and continuous improvement, Clark supports student success. At Clark College, it's all about the student.



1933 FORT VANCOUVER WAY
VANCOUVER, WA, 98663-3598
360-699-NEXT | WWW.CLARK.EDU