



**Strategic Plan 2004 – 2009**

**Year 5**

**Mid-Year Status Report**

**February 2009**

# Clark College Strategic Plan Annual Goals 2008 - 2009 Mid-Year Evaluation

## PRESIDENT'S GOALS

### 1. *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 a high quality, innovative education and services that foster success in achievement of their stated goals. Members of all employee groups will be provided with opportunities for professional development.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
President	Develop a roadmap for Clark College as a "Learning College."	<ul style="list-style-type: none"> <li>Assess progress to date</li> <li>Review results</li> <li>Develop a plan for future</li> </ul>	June 2009	<b>In progress.</b> Three Learning Circles in progress. Learning Centered College paradigm is intertwined in every program, workshop, or activity provided by the TLC.
President	Implement Enrollment Management and Instructional Plans.	Enrollment targets achieved.	June 2009	<b>In progress.</b> The plans are currently being implemented. Still need to work on aligning them better.

### 2. *Access to Education*

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

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
President	Complete substantial construction of Clark College at Columbia Tech Center on time and within budget.	Construction substantially completed by June 2009 within budget.	June 2009	<b>In progress.</b> Building should be substantially complete by April 2009 with inspection following.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 3. *Respect for Differences*

The College will demonstrate a respect for differences and an appreciation of multiple perspectives. The campus environment will be governed by open communication and shared decision-making, and programs and services that support the needs of diverse populations.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
President	Conduct a successful and inclusive celebration of Clark College's 75 <sup>th</sup> anniversary.	Scheduled anniversary events that include cultural diversity, all college locations, internal and external stakeholders completed.	June 2009	<b>In progress.</b> A 75-hour celebration took place October 1-4. Events throughout the year are being designated as diamond jubilee events.
President	Implement College Diversity Plan.	Action items for 2008-09 completed per timeline.	June 2009	<b>In progress.</b> Draft plan completed to date and introduced to Penguin Roundtable. Implementation this spring.
President	Support an inclusive environment where mutual respect and equity are encouraged and valued.	Employees participate in at least one presentation, workshop, conference or activity on diversity.	June 2009	<b>In progress.</b>

#### 4. *Workforce Development*

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

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
President	In collaboration with community partners, including CREDC and Workforce Development Council, increase the number services delivered.	Increased number of services delivered by Corporate and Continuing Education and Office of Instruction.	June 2009	<b>In progress.</b> We have strengthened relationships. Working with Fire Department and Police on courses and training. Working on STEM project with WDC.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 5. *Broad-based Partnerships*

The College will establish and maintain internal and external partnerships that support student learning, shared community resources, increased educational opportunities and shared governance. Partnerships will be fostered externally with education, business and industry and other community groups, and internally as cross-collaborations among students, faculty, disciplines and organizational units.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
President	Collaborate with the Foundation to complete the Foundation's development plan and begin a feasibility study.	<ul style="list-style-type: none"> <li>Completed foundation fundraising development plan and feasibility study.</li> <li>Prioritized fundraising initiatives identified.</li> </ul>	June 2009	<b>Completed.</b> Feasibility study indicated launch of comprehensive campaign should be postponed until a later date.
President	Support a college-wide initiative focusing on health and wellness.	Health and wellness targets established for 2008-09.	June 2009	<b>In progress.</b> College participated in second annual global warming teach-in on February 5. Many health and wellness initiatives happening at the college.
President	Expand institutional effectiveness.	Stabilized funding for college-wide initiatives.	June 2009	<b>In progress.</b> Continuing to improve alignment of strategic plan with budget and accreditation process. Still a work in progress.
President	Collaborate with K-12 partners in our service district to facilitate student transition to higher education.	Meet quarterly with ESD 112 / Vancouver/Evergreen School District superintendents.	June 2009	<b>In progress.</b> Meetings took place in October and December. Next round scheduled May 2009. Focus will be to move beyond talk and improve math transition between K-12 and Clark.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. *Management Excellence*

The College will make strategic decisions in the distribution of limited resources and implement processes that enhance quality, demonstrate effectiveness, and ensure public accountability. The College will provide high quality facilities and equipment, a healthy technology infrastructure, and well-designed support services.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
President	Continue efforts to improve the college climate.	Overall employee satisfaction rate improves over 2007-08.	June 2009	<b>In progress.</b> The campus climate as a whole has significantly improved based on recent PACE surveys but continue to struggle with relationship with AHE union leadership which has an effect on morale.
President	Conduct and host a successful full-scale accreditation.	Process completed and re-accreditation granted.	June 2009	<b>Completed.</b> Full accreditation granted January 2009.
President	Complete the development of the college's Strategic Plan for 2009-2014.	Strategic Plan completed.	June 2009	<b>In progress.</b> Task force meeting to finalize plan and expected to be implemented by June 30. Will need to continue to communicate and vet the plan across campus so that there is buy-in all across campus.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

## UNIT GOALS

### 1. *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 a high quality, innovative education and services that foster success in achievement of their stated goals. Members of all employee groups will be provided with opportunities for professional development.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Install smart classroom technology in 30 classrooms.	Successful implementation of smart classroom technology.	June 2009	<b>In progress.</b> Computing services and Plant Services staff have completed 11 smart classrooms at TPC. Infrastructure work has begun on the remaining classrooms with work scheduled to be completed in June.
Administrative Services	Deploy Microsoft Office 2007 by fall 2008.	Get every computer possible on the same version of Microsoft's Office package. This will support free information flow, limit compatibility issues, and will allow everyone to take advantage of Office 2007's new features.	June 2009	<b>In progress.</b> Ninety percent of machines at the College have been upgraded to Office 2007. Remaining computers will be upgraded by spring quarter.
Communications and Marketing	To enhance the college's Enrollment Management Plan, create and implement a marketing campaign in support of Weekend College, with scheduled opening in Winter Quarter 2009.	Completed marketing plan; implementation of winter and spring 2009 objectives. Meet or exceed start-up enrollment targets as specified by Student Affairs and Instruction.	June 2009	<b>In progress.</b> Introductory marketing campaign will start the week of February 9. Additional marketing materials and activities will follow after winter quarter. A direct mail campaign is planned for spring quarter. Marketing and recruitment goal is one or two cohorts of 25 students each for fall 2009 to receive instruction on campus.
Corporate & Continuing Education	Assess overall programming & student satisfaction.	Conduct annual email survey to 400 randomly selected Corporate & Continuing Education (CCE) students asking them to rate the overall quality of programming and level of customer service.	June 2009	<b>In progress.</b> Survey is being designed in "Snap Survey" and scheduled to be sent through, eROI an email marketing service, in spring quarter.
Corporate & Continuing Education	Select and implement a class evaluation system to be used to tabulate electronically all class evaluations.	System selected, implemented and in use for all class evaluation forms. Data reported quarterly.	June 2009	<b>In progress.</b> Class evaluation system selected "Snap Survey". Deployed and in use starting winter quarter.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Human Resources	Expand partnership and growth of the Teaching and Learning Center.	<p>Partner on development events, develop common communication tools, develop operational plan for new space.</p> <p>Create a 1050 Office Assistant 3 position to support the utilization of both formal learning spaces and informal learning spaces.</p> <p>Partner with Continuing Ed to utilize online registration system.</p> <p>Create a 1050 IT Technician position to support technology learning opportunities.</p> <p>Create a TLC Operational Supply budget.</p> <p>Complete the implementation of Quality Services Development Program offering all three sessions of the program at least once per quarter</p>	June 2009	<p><b>Completed.</b> Joint occupation of space and operations; collaborated on fall orientation</p> <p><b>In progress.</b> Web page; registration; communication</p> <p><b>Change.</b> Not funded - using work study students to cover</p> <p><b>In progress.</b></p> <p><b>Completed.</b> Open labs and training</p> <p><b>Completed.</b></p> <p><b>Completed.</b></p>
Human Resources	Provide advanced supervisory training.	<p>Provide training on processing investigations, complaints, grievances, including harassment and discrimination.</p> <p>Develop and offer advanced training to supervisors to complement supervisor bootcamp training.</p>	June 2009	<p><b>In progress.</b> Scheduled for April 24</p> <p><b>In progress.</b></p>

# Clark College Strategic Plan Annual Goals 2008 - 2009 Mid-Year Evaluation

### 1. Focus on Learning (Continued)

Unit	Goal	Outcomes	Estimated Completion Date	Status as of January 15, 2009
Instruction <i>Please Note: Most Instruction goals carry a designator of one or both of our overarching goals on the previous page: "Sustainability" (S) or "Growth" (G). In addition, any item specifically associated with support for the Columbia Tech Center site is designated with CTC. There is no request for funding for anticipated costs which are italicized.</i>	Provide human resources to adequately support current and new offerings.	Number of Full-time faculty will rise by 2% in 2008-2009.	June 2009	<b>In progress.</b> Insufficient funding for full accomplishment of goal
		Positions filled: <ul style="list-style-type: none"><li>• FT Tenure-track faculty position in BTEC; (S)</li><li>• Permanent Funding secured for WS Position; (S)</li><li>• FT tenure-track faculty member in Japanese; (S)</li><li>• FT tenure-track position in English to teach pre-college courses and reduce the reliance on adjuncts; (G @ CTC)</li><li>• Weekend College Manager [and supporting hybrid course development];(G @ CTC)</li><li>• Instructional Designer;(S &amp; G)</li><li>• Instructional Technician III. (S)</li><li>• Library and Archive Paraprofessional Level 6 to coordinate planning and preparation for library services at CTC. (G @ CTC) <i>(Goal and this outcome also included with CTC goals)</i></li></ul>	January 2009	FT Tenure-track positions in BTEC, WS, and JAPN filled for 2008-09 on FT Temporary basis; continued or tenure-track positions in these departments are on hold pending budget decisions for next quarter.  <b>Not funded.</b>  <b>In progress.</b> Position title changed to "eLearning Associate Director;" position has been advertised and selection committee will be formed.  <b>Not funded.</b>  <b>Not funded.</b>  <b>Not funded.</b>



# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	<i>(Continued)</i> Provide human resources to adequately support current and new offerings.	<ul style="list-style-type: none"> <li>• HEOC Secretary Senior increased from 50% to 100% (S)</li> <li>• Attract and retain qualified adjunct faculty; additional 80 months of benefits available to meet projected needs.</li> <li>• Secretary Senior hired for CTC. (G @ CTC) <i>(Goal and this outcome also included with CTC goals)</i></li> </ul>	<p>August 2008</p> <p>June 2009</p> <p>February 2009</p>	<p><b>Completed.</b></p> <p><b>In progress.</b> We are on track to allocate all of the additional adjunct benefit months this year.</p> <p><b>Change.</b> This position will not be hired until FY 2009-10; plan for CTC staffing has been submitted.</p>
Instruction	Increase student success in accordance with Student Achievement Initiative (SAI) goals.	<ul style="list-style-type: none"> <li>• Reach an SAI point total of 15,928 (2005-06 level plus 1%), an increase of 480 points.</li> <li>• A Task Force will be established to coordinate and track results of SAI.</li> <li>• Providing professional development for faculty and staff (S) with regard to new state learning standards.</li> <li>• Providing updated textbooks or software materials that reflect the new standards.</li> </ul>	<p>June 2009</p> <p>SAI Task Force created by Fall 2008; report of results available by June 2009</p>	<p><b>In progress.</b> Data providing updates on progress will not be available until February.</p> <p>Process not begun yet; waiting for arrival of Director of Advising</p> <p>Professional development includes:</p> <ul style="list-style-type: none"> <li>• <b>In progress.</b> ABE faculty participated in a pilot reading standards meeting course through Seattle University (via ITV) on Friday afternoons over the course of the quarter.</li> <li>• <b>In progress.</b> ABE and ESL faculty have been reviewing sample textbooks to try to find "best fits" for new learning standards.</li> <li>• <b>Change.</b> ESL faculty have identified one book per level that address some parts of the standards.</li> </ul>

# Clark College Strategic Plan Annual Goals 2008 - 2009 Mid-Year Evaluation

### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	(Continued) Increase student success in accordance with Student Achievement Initiative (SAI) goals.	Gain a minimum of 2% in student achievement initiative points in each of the following areas: <ul style="list-style-type: none"> <li>Retention in ABE as measured by WABERS;</li> <li>Achievement of increases in CASAS testing levels;</li> <li>Student transitions from ABE/GED/ESL to DVED and college levels.</li> </ul>	June 2009	In progress. Data providing updates on progress for bulleted points will not be available until February.
		Secure one-time funding for the I-BEST program Manager. (S – Current position is not fully funded.) <ul style="list-style-type: none"> <li>Increased enrollments will achieve state enrollment targets;</li> <li>Maintenance of current programs;</li> <li>Two new I-BEST programs will be developed.</li> </ul>	June 2009	<p>In progress. The New Programs/I-BEST manager position has been filled on a part-time temporary basis until the position is reopened.</p> <p>In progress. Through fall 09, our I-BEST FTES are almost double what they were for all of last year (5.6 vs. 3.0). While our target has also doubled, the addition of Welding, and possibly ECE I-BEST, will put us on track to meet or exceed our 08-09 target.</p> <p>In progress. Faculty are planning curriculum for a spring start of Welding I-BEST. Planning is also underway for ECE I-BEST with the goal of beginning Spring 2009.</p> <p>In progress. Welding I-BEST to begin Spring term; adjunct John Runcie will be lead ESL faculty member.</p>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	(Continued) Increase student success in accordance with Student Achievement Initiative (SAI) goals.	<p>Provide online tutoring to all Clark students through a platform shared by a regional consortium of colleges and universities.</p> <ul style="list-style-type: none"> <li>• Provide at least 30 contact hours of online tutoring per week.</li> </ul> <p>Facilitate the integration of ABE/ESL students into Customized Jobs Skills Training (CJST) programs and/or to transition into Career Pathways (CP) and post-secondary programs. (S)</p> <ul style="list-style-type: none"> <li>• Four new CJST options will be developed and implemented.</li> <li>• Increase participation rates of ABE/ESL students in CJST and CP programs. Increase CJST transitions from 12 in 2007-2008 to 24 for 2008-2009.</li> <li>• Increase overall access and participation in Workforce Programs through the recent establishment of the Pathways Learning Center at Town Plaza. 2008-2009 will establish an initial benchmark for participation.</li> </ul>	<p>June 2009</p> <p>January 2009</p> <p>June 2009</p> <p>June 2009</p>	<p><b>In progress.</b> A conspicuous and direct link to eTutoring is on the Blackboard portal for all students taking online, hybrid, or web-enhanced classes. In nine weeks during Fall Quarter, 230 students used online tutoring services. This translates to over 25 hours per week.</p> <p>The WorkFirst program is running its Medical Front Office CJST program fall quarter in collaboration with Corporate Education. Fourteen of the 16 students are WorkFirst students. WorkFirst is moving away from the CJST model, as has most of Washington State, in an effort to increase student success in accordance with the Student Achievement Initiative goals. WorkFirst will now play an integral part in the development of I-BEST programs and students will begin their Career Pathways with I-BEST.</p> <p>For example, the Pathways Learning Center at Town Plaza Center has seen an increase in ABE/ESL students using the facility for computer training, peer-mentoring, job search and general study time. Over 3500 students have signed in and used the Pathways Learning Center at TPC since August 2008.</p>

# Clark College Strategic Plan Annual Goals 2008 - 2009 Mid-Year Evaluation

## 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	Provide and maintain innovative, learner-centered programs supported by adequate training for all involved in such programs.	<p>Expand upon outcomes assessment activities. (S)</p> <ul style="list-style-type: none"> <li>Assessment liaisons for units and faculty training sessions will result in an increase in completed assessment projects by 50% over current rate.</li> </ul> <p>Provide needed support for the activities of the Teaching Learning Center. (S)</p> <ul style="list-style-type: none"> <li>Mentoring Program</li> <li>Learning Circles</li> <li>Learning College Initiative</li> <li>New Faculty Retreat/Orientation</li> <li>Conversation Cafés</li> </ul>	<p>Ongoing</p> <p>June 2009</p>	<p><b>In progress.</b> Unit Assessment liaisons have been identified and have begun their work with their colleagues. Data regarding completion of projects is not yet available.</p> <p><b>In progress.</b></p> <p><u>Mentoring Program:</u> The TLC has developed the Faculty Fellows mentoring program for new full-time faculty. Two cohorts are currently in this program.</p> <p><u>Learning Circles:</u> We currently have three learning circles in progress with 20 participants: Learning Centered Physical Spaces, Active Learning, and Innovative Teaching.</p> <p><u>Learning College Initiative:</u> Application of learning centered college paradigm is intertwined in every program, institute, workshop or activity provided by the TLC.</p> <p><u>New Faculty Retreat/Orientation:</u> About half of the new faculty attended the 3 ½ day retreat and orientation.</p> <p><u>Conversation Cafés</u> have been instrumental in helping members of the campus community participate and understand the Learning College paradigm.</p>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	<i>(Continued)</i> Provide and maintain innovative, learner-centered programs supported by adequate training for all involved in such programs.	<p>Provide needed support for the activities of the Teaching Learning Center. (S)</p> <p><i>(continued)</i></p> <ul style="list-style-type: none"> <li>• Universal Design for Learning Institute</li> </ul> <p>Implement Instructional Plan in 2008-2009. (S &amp; G)</p> <ul style="list-style-type: none"> <li>• Timelines for Parts I and II of the IP will be met.</li> </ul> <ul style="list-style-type: none"> <li>• Development complete for two new programs available for Fall of 2009.</li> </ul>	Ongoing	<p><u>Universal Design for Learning:</u> The TLC is currently working with other areas of the college to develop workshops and written information to increase UDL techniques in all courses offered.</p> <p><b>In progress.</b></p> <p>The IP Part I requirement for identifying under-enrolled programs has been met; Marketing and Recruiting is now working with relevant deans to refine marketing strategies; Part II was initiated on schedule, and the resulting 5 Program Action Teams are underway.</p> <p><b>In progress.</b> The elements of an Associate's degree in Fine Arts are being identified.</p> <ul style="list-style-type: none"> <li>• Business Technology has proposed a new certificate (Front Office Assistant) to replace three existing certificates.</li> <li>• CADD has proposed expanding the existing certificate to three new pathways (Architectural, Civil and Mechanical drafting)</li> <li>• The College is working with the Clark County Skills Center to explore the possibility of partnering to offer a Cosmetology degree.</li> </ul>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

Unit	Goal	Outcomes	Estimated Completion Date	Status as of January 15, 2009
Instruction	(Continued) Provide and maintain innovative, learner-centered programs supported by adequate training for all involved in such programs.	<p>Initiate an Honors Program. (G) Three Honors seminars developed; twelve Honors components developed for integration with existing courses. (No new FTES in 08-09, but 15 forecast for 2009-10)</p> <p>Increase Tech Prep outreach, participation, and transition. (G)</p> <ul style="list-style-type: none"> <li>• Increase the number of students earning Tech Prep credit by 5%. (06-07 = 548)</li> <li>• Increase Tech Prep outreach to students from non-traditional populations by 25%. (06-07 = 200)</li> <li>• Increase outreach to Tech Prep students, parents and school staff by 25%. (06-07 = 1,000)</li> <li>• Increase the number of former Tech Prep students entering Clark College by 5%. (06-07 = 269)</li> <li>• Create at least four new Tech Prep articulation agreements with a focus on high wage/ high demand programs.</li> <li>• Increase the number of former Tech Prep students entering Clark College from non-traditional<sup>1</sup> populations by 100%. (06-07 = 3)<sup>2</sup></li> </ul> <p><sup>1</sup> Non-traditional as defined by Perkins are programs where fewer than 25% of students are from a particular gender (i.e., women in Welding or men in Nursing) <sup>2</sup> Of the 269 Tech Prep students on campus in 06-07, 53 were in traditional programs and 213 were not currently enrolled in vocational programs. (Note: All numbers above in parentheses represent headcount.)</p>	<p>June 2009</p> <p>August 2009</p> <p>June 2009</p> <p>June 2009</p> <p>September 2009</p> <p>June 2009</p> <p>September 2009</p>	<p><b>Not funded.</b></p> <p><b>Completed.</b> In 2007-2008, 637 high school students earned Tech Prep credit, representing a 16% increase over the 2006-2007 count.</p> <p><b>In progress.</b> Data for the remaining outcomes won't be available until June 2009. Following are a sample of activities that will enable us to meet the outcomes: Tech Prep staff are partnering with Oregon Tradeswomen to bring high school girls to the annual Women in Trades Career Fair. We are also supporting events such as The Road Less Graveled and Pro/Tech Day. Staff have visited over half of partner high schools to meet with students and will continue outreach visits through the spring. The manager meets monthly with CTE directors and on a regular basis with career counselors to share Tech Prep information. A postcard mailer is being created to send home to parents. New articulation agreements have been created in web design, graphic communications and ECE- we will continue faculty to faculty meetings to create more agreements in the spring.</p>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	(Continued) Provide and maintain innovative, learner-centered programs supported by adequate training for all involved in such programs.	Facilitate additional career-technical options for students at Larch Corrections Center. (S) <ul style="list-style-type: none"> <li>• Instructors for these programs are hired.</li> <li>• Curriculum is developed for courses and approved by appropriate campus committees.</li> <li>• Programs are launched, and students enrolled in order to meet Contract FTE target.</li> </ul>	June 2009	<b>Change.</b> Bruce Music has been hired as a new faculty member teaching in a new Automotive Technician program at Larch; courses have been developed and are now approved by the Curriculum Committee; the Auto Service Certificate of Achievement has been approved by the Instructional Planning Team. <i>Special Note:</i> Because of space constraints at Larch, Clark will not be developing the proposed Drywall program, and the State Board has decreased the FTES by 2 and the contract budget by \$16,800.
Instruction	Implement the Student Success and Retention Plan. [This goal is a joint submission by Student Affairs and Instruction]	Each strategy of the Retention Plan will be implemented; specific targets will be reached.  Hire a PT Retention Counselor for the Academic Early Warning project. <ul style="list-style-type: none"> <li>• Annual course success rate for degree/certificate seeking students increased from 78% to 80%.</li> </ul>	June 2009	<b>In progress.</b>  Retention Counselor hired (Eden Isenstein); course success rate data from fall '08 over fall '07 is not yet available; the AEW system has been used twice in Fall Quarter with participation by a total of 82 faculty members (full and part-time); numerous training opportunities have been offered, and extensive information has been shared on the intranet with reminders to all faculty as each reporting period opens.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	<i>(Continued)</i> Implement the Student Success and Retention Plan. <i>[This goal is a joint submission by Student Affairs and Instruction]</i>	<p>Each strategy of the Retention Plan will be implemented; specific targets will be reached. <i>(continued)</i></p> <p>Hire PT (1050) Office Assistant III in Registration for data management of the Academic Early Warning system.</p> <ul style="list-style-type: none"> <li>Annual course success rate for degree/certificate seeking students increased from 78% to 80%. Number of degree/certificate seeking students going on academic probation decreases from 6% to 5%.</li> </ul> <p>Staffing costs for six additional HDEV 117 class offerings (2 per quarter).</p> <ul style="list-style-type: none"> <li>Number of degree/certificate seeking students going on academic probation decreases from 6% to 5%.</li> </ul> <p>Hire a PT (1050) Retention Advisor to implement and manage the "VIP" program and plan, implement, and coordinate procedural changes and intervention strategies.</p> <ul style="list-style-type: none"> <li>Number of degree/certificate seeking students going on academic probation decreases from 6% to 5%. Quarter to quarter retention rate for degree/certificate students on academic probation will increase from 57% to 60%.</li> </ul>	June 2009	<p><b>In progress.</b></p> <p>PT OA III hired (Melissa Williams); she has successfully handled the opening and data management portions for the AEW system to date; probation rates for fall '08 over fall '07 are not yet available.</p> <p>Retention Committee defined HDEV 116 as a better fit than 117. Students placed on probation as a result of their fall 2008 performance were vigorously advised to enroll in HDEV 116. Winter Quarter sections of 116 have increased from 1 section of 27 in 2007-08 to 9 sections with a total enrollment of 195 in 2008-09.</p> <p>Our 1050 Retention Advisor (Scott McBeth) was hired in late fall quarter and has been working in collaboration with E. Isenstein to arrange meetings with students on probation, and to aid them in completing an Academic Success Plan.</p>



# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	<i>(Continued)</i> Implement the Student Success and Retention Plan. <i>[This goal is a joint submission by Student Affairs and Instruction]</i>	Each strategy of the Retention Plan will be implemented; specific targets will be reached. <i>(continued)</i>  Plan, implement, and evaluate a "Welcome Day" for new students in Winter quarter. <ul style="list-style-type: none"> <li>Retention rate of new students entering Winter quarter and returning in Spring will increase from 69% to 74%</li> </ul>	June 2009	"Welcome Day" plans have been implemented through Student Affairs in addition to a number of new student orientation sessions throughout the fall. Results are not yet available.
Student Affairs	Support annualized institutional enrollment goals.	FTES in each category i.e. state, worker retraining, running start, international programs, measured quarter by quarter.  Create new recruitment publications and materials to increase the yield rates of prospective students and enhance and execute the recruitment action plans as presented in the Enrollment Management Plan.	June 2009	<b>In progress.</b> FTES in each category are up for summer and fall quarters.  <b>In progress.</b> New brochures, view books, and handouts created as described by strategies in the Recruitment Action Plan.
Student Affairs	Implement departmental initiatives to compliment college wide efforts in retention plan.	Departmental initiatives developed, implemented, tracked and evaluated.  Hire 1 FT Assistant Athletic Director to provide for increased demand for student retention related services and departmental activities.  Increase book funding for low-income Running Start students to support their success.	June 2009	<b>In progress.</b> Departmental initiatives developed and implemented in Admissions, Financial Aid, International Programs, Running Start, and Student Life & Multicultural Student Affairs.  <b>Not funded.</b>  <b>Not funded.</b>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Student Affairs	Implement Advising Plan to transition from current prescriptive to developmental advising model.	<p>New support initiatives implemented i.e. early alert system, group advising sessions, online educational plans, etc.</p> <p>Hire 1 FT Program Coordinator (DVED/Eng/Reading) to improve advising from current prescriptive process to developmental advising; also to reach <u>student achievement</u> goals.</p> <p>Hire 1 FT Program Coordinator (Math/PS/CS/Engineering) to improve advising from current prescriptive process to developmental advising with MPSCE program areas.</p>	June 2009	<p><b>In progress.</b> Early Alert System and group advising sessions implemented. Online educational plans pilot scheduled for Spring/Summer 2009.</p> <p><b>Completed.</b> Hired October 6, 2008.</p> <p><b>Change.</b> Instruction not able to identify full time STEM advisor.</p>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 1. Focus on Learning (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Student Affairs	Implement the Retention Plan. [This goal is a joint submission by Student Affairs and Instruction]	<p>Each strategy of the Retention Plan will be implemented; specific targets will be reached.</p> <p>Hire PT (1050) Office Assistant III in Registration for data management of the Academic Early Warning system.</p> <p>Hire a PT (1050) Retention Advisor to implement and manage the "VIP" program and plan/implement/coordinate procedural changes and intervention strategies.</p> <p>Hire a PT Retention Counselor for the Academic Early Warning project.</p> <p>Staffing costs for six additional HDEV 117 class offerings (2 per quarter).</p> <p>Plan, implement, and evaluate a "Welcome Day" for new students in Winter quarter.</p>	June 2009	<p><b>In progress.</b> Currently being implemented.</p> <p><b>Completed.</b> Hired August 12, 2008.</p> <p><b>Completed.</b> Hired October 6, 2008.</p> <p><b>Completed.</b> Hired August 10, 2008.</p> <p><b>In progress.</b> Goal not funded. Counseling department identified funds in existing budget.</p> <p><b>Completed.</b> Event held January 9, 2009.</p>
Student Affairs	Define and establish methods to support the Learning College model.	New methods identified and implemented.	June 2009	<b>In progress.</b> Departmental methods identified and implemented in Career & Employment Services, Counseling, Financial Aid, and International Programs to support the learning college model.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 2. Access to Education

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

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Provide Training opportunities for members of the Security Department (shift coverage, tuition fees, travel).	Increase in documented training hours. Basic training for new full-time officers. Security and emergency response training for full-time officers, part-time officers, and emergency communications operators.	June 2009	<b>Not funded.</b> However, the department has been able to accomplish the following training activities using department and other funding sources: 1) Full time officer attended Western Association of Campus Law Enforcement Administrators (WACLEA) basic training academy. 2) 6 Full time officers attended Clark County Fire District #6 Community Emergency Response Training (CERT) 3) Officers will receive CPR/AED training within a month in the use of 3 recently-purchased Automated External Defibrillators (AED's).
Administrative Services	Provide staffing to increase network and telecommunication support.	Successful hiring of a full-time ITS 3 in Computing Services. The growing network and telecommunications needs of the College are adequately met. Use of high-cost contractors and part-time help is reduced.	June 2009	<b>Change.</b> Position approved but placed on hold pending budget reduction outcomes.
Administrative Services	Provide staffing support to develop infrastructure for managing data and data warehouses used College-wide for data-driven decision making. (Developing a data-driven model for decision making is an IT Plan priority.)	Successful hiring of a Database Administrator/ Developer to implement a data-driven decision making model and infrastructure that will benefit the entire College. Standardization of the College's database platforms and organization.	June 2009	<b>Completed.</b> Database Administrator/ Developer hired. Significant work has been accomplished to develop a data staging area that can be used by multiple applications at the College. DBA is also working on several local database projects.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 2. Access to Education (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Develop College Portal system. A Portal system provides a personalized site for students, faculty, and staff that would allow them to manage and access College information (class information, College events, requests for transcripts, e-mail links, communications from the College, departmental information, etc.).	The development, installation, and use of a fully functional Portal system.	June 2009	<b>Change.</b> Funding support for Clark College as a pilot college was cancelled by the SBCTC. Computing services will continue to work on the portal development with a focus on piloting functionality to employee groups. Student deployment will need to be deferred until adequate support staff funding is identified.
Administrative Services	Provide Microsoft Vista Training for 14 technicians in Computing Services. Vista is a new version of Microsoft's desktop operating system.	Microsoft Vista deployment before January 2009. Technical knowledge and a high degree of effectiveness for computer support staff regarding aspects of supporting and troubleshooting Microsoft Vista.	June 2009	<b>Not funded.</b> Partial funding was obtained through FFAC. Training will be refocused from Vista to upcoming release of Windows 7 operating system.
Administrative Services	Provide College funding for one half-time position and one one-third position previously paid for with Perkins funding to comply with guidance from SBCTC that colleges are now being discouraged from using Perkins funding to pay for permanent positions on an ongoing basis.	Full College support for two ITS 3 positions previously paid for in part with Perkins funding; compliance with Perkins guidelines.	June 2009	<b>Not funded.</b>
Administrative Services	Support for the College's growing need for Internet bandwidth due to growth of the College, increased use of E-Learning and Blackboard, webinars, and wireless Internet access.	Internet bandwidth increased to 45Mbps.	June 2009	<b>Completed.</b>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 2. Access to Education (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Evaluate and select an appropriate platform and provider to allow all students access to a uniform email system.	Provide a student email system that allows for the dissemination of information to all students, or to select students based on their matching certain criteria.	June 2009	<b>In progress.</b> Student e-mail platform identified and implemented. Work to develop distribution lists functionality is underway.
Administrative Services	Effectively manage the design and construction phases of capital projects to provide state-of-the-art, flexible facilities to support the mission of the College.	Complete construction of Clark College at CTC and have the building ready for occupancy beginning fall quarter, 2009.  Complete design and begin construction of Phase 1 of the Child and Family Services matching fund project for a target occupancy in winter term, 2010.	June 2009	<b>In progress.</b> Construction at CTC continues on budget and schedule.  <b>In progress.</b> Design for Phase 1 of the CFS has started and construction is scheduled to begin in June 2009.
Communications and Marketing	Pre-market Clark College at Columbia Tech Center.	Completed marketing plan; implementation of spring, summer and fall 2009 objectives. Meet or exceed start-up enrollment targets as specified by Student Affairs and Instruction.	June 2009 and 2009-2010 academic year	<b>In progress.</b> Marketing materials have been developed and are being used by several departments. Ongoing meetings are being held to coordinate pre-marketing activities ahead of the CTC opening in September. The spring schedule provides a CTC overview.
Communications and Marketing	Establish and implement distribution plan for quarterly class schedule in support of educational offerings at Clark College at Columbia Tech Center.	Completion of expanded mailing of the spring 2009 class schedule and direct mail postcards. Establish a plan to address the impact of CTC on the schedule budgeting and distribution process for 2009-2010 and beyond.	June 2009	<b>In progress.</b> The spring 2009 issue of <i>Clark College Connections</i> , featuring cover art and story about CTC, is being distributed to an additional 10,015 households in the eastern portion of the college's service district. Quotes will be gathered for consideration of expanding distribution to the entire service district.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 2. Access to Education (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Communications and Marketing	In partnership with the Office of Instruction, determine highest priorities (tier one, tier two, tier three) for new sections on the Clark College Web site.	Completed sections providing accurate, accessible information and consistency of design. Ensure that completed sections are consistent with college design standards and that essential information is consistent throughout, brief and visible from each section's home page.	June 2009	<b>In progress.</b> Tiers 1 and 2 have been determined. Eight departmental web areas have been completed. An application is being developed to assist delegated instructors/staff members to develop content that will be presented in a uniform manner.
Corporate & Continuing Education	Partner with eLearning Department to deliver short term courses and training services to CCE market. <ul style="list-style-type: none"> <li>Integrate CampusCE into college learning management system.</li> <li>Jointly hire Instructional Designer</li> <li>Develop one continuing professional education program with weekend college</li> </ul>	<ul style="list-style-type: none"> <li>Pilot portal created and in use by 06-09</li> <li>Instructional Designer hired to support CCE and eLearning initiatives</li> <li>One continuing professional education program developed</li> </ul>	June 2009  July 2008  June 2009	<b>Not funded.</b>
Corporate & Continuing Education	Create programming plan for Columbia Tech Center.	Programming plan completed.	June 2009	<b>In progress.</b> Staff working on plan to be completed spring quarter for fall programming at Columbia Tech Center.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 2. Access to Education (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Foundation	Increase private support for student financial assistance	<ul style="list-style-type: none"> <li>• \$250k raised for scholarships, books &amp; supplies (including athletics)</li> <li>• \$90k scholarship support specifically for athletics</li> <li>• Need-based vs. merit scholarship program instituted for students not adequately served by current financial aid and scholarship resources</li> </ul>	June 2009	<b>In progress.</b> <ul style="list-style-type: none"> <li>• \$177,187 raised for scholarships, books &amp; supplies (including athletics)</li> <li>• \$16,560 raised for athletic scholarship support. Additional fund development strategies under consideration</li> <li>• Scholarships will be emphasized within the proposed comprehensive campaign</li> </ul>
Human Resources	Develop flexible learning options for employees through Teaching and Learning Center.	Professional Development opportunities available in a variety of formats to College employees (including adjunct faculty, classified staff that work swing and graveyard shifts, and those unable to participate in events offered M-F 8-5pm).	June 2009	<b>In progress.</b>



# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 2. Access to Education (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	Improve access to information and educational planning tools for students.	<ul style="list-style-type: none"> <li>• Develop and implement an annual schedule.</li> <li>• Annual offerings publicized by Fall 08 registration;</li> <li>• On-line schedule for 2-year AA degree developed and advertised;</li> <li>• Details regarding site locations and eLearning options will be added throughout the year.</li> </ul>	June 2009 & ongoing	<p><b>In progress.</b> Meetings with Student Affairs Leadership Team, Advising, and Instructional Council reviewed the proposed annual schedule and modified the timeline for project implementation. This is now April 30, 2009.</p> <p><b>Change.</b> Students are being made aware of the possibility of earning their AA degree online through several forums:</p> <ul style="list-style-type: none"> <li>• A web ad that is running on the Clark website</li> <li>• An article in the Winter Connections</li> <li>• A recent press release</li> </ul> <p>The eLearning website (<a href="http://www.clark.edu/elearning">www.clark.edu/elearning</a>) has been updated to include steps students need to take to earn their AA degree online. (This is specific to earning an AA degree online, not to an overall annual schedule.)</p> <p><b>In progress.</b> Students are being made aware of the Weekend Degree Program and online AA degree through press releases, an article in the Winter Connections, and the eLearning website. eLearning is working with Marketing &amp; Communications and Recruiting to initiate a marketing campaign specifically for Weekend Degree Program. Information about the program will be available on the eLearning website by month's end.</p>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 2. Access to Education (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>																								
Instruction	(Continued) Improve access to information and educational planning tools for students.	<ul style="list-style-type: none"><li>A plan for piloting electronic portfolio/academic planning will be in place for Clark and high school students.</li></ul>	June 2009	<p><b>In progress.</b> On hold until we determine whether or not we are migrating to the statewide Angel platform.</p> <ul style="list-style-type: none"><li>We currently use Blackboard as our LMS (Learning Management System)</li><li>SBCTC has purchased a 3-year license for the Angel LMS</li><li>Angel has a built-in e-portfolio</li><li>Angel, through SBCTC, will be available for all colleges to use starting Summer 09</li><li>If we migrate to Angel, we'll have access to it Summer 09, but won't go "live" until Fall 2010</li></ul> <p>The eLearning Committee is currently outlining the pros and cons of migrating to Angel. A decision will be made by Spring quarter. If we do not migrate, an alternative ePortfolio option will need to be explored.</p>																								
Instruction	Establish one, three and five year plans for CTC, CCW and the STEM building. (G @ CTC)	Three plans for programs, FTES projections and associated costs at each building will be completed.	June 2009	<p><b>Completed.</b> FTES projections and associated costs for the new 2-day AA at CCW and all of CTC are complete.</p> <div><p>2-Day/Week AA @ CCW</p><table><tr><td></td><td>Costs</td><td>FTES</td></tr><tr><td>New</td><td>\$56,431</td><td>9</td></tr><tr><td>Continuing</td><td>\$119,725</td><td>20</td></tr><tr><td>Total</td><td>\$176,066</td><td>29</td></tr></table></div> <div><p>Costs &amp; FTES for CTC</p><table><tr><td></td><td>Costs</td><td>FTES</td></tr><tr><td>New</td><td>\$731,897</td><td>137</td></tr><tr><td>Continuing</td><td>\$435,968</td><td>192</td></tr><tr><td>Total</td><td>\$1,167,865</td><td>329</td></tr></table></div>		Costs	FTES	New	\$56,431	9	Continuing	\$119,725	20	Total	\$176,066	29		Costs	FTES	New	\$731,897	137	Continuing	\$435,968	192	Total	\$1,167,865	329
	Costs	FTES																										
New	\$56,431	9																										
Continuing	\$119,725	20																										
Total	\$176,066	29																										
	Costs	FTES																										
New	\$731,897	137																										
Continuing	\$435,968	192																										
Total	\$1,167,865	329																										

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 2. Access to Education (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	Increase enrollment in high demand STEM disciplines by hiring a full-time faculty/academic advising coordinator.	FTE increased by 28.	September 2009	<b>Completed.</b> Enrollment in STEM has increased over 11% in winter 09, reflecting an FTES increase of 152, exceeding the 28 students required by the STEM HD Grant. Tina Barsotti is the STEM Advisor and Outreach Coordinator with 50% release time.
Planning & Effectiveness	Support student success, retention and enrollment through data and grant proposals.	Related grants identified and submitted. Data supplied for grants and college planning efforts.	June 2009	<b>In progress.</b> The primary work of Planning and Effectiveness is specific to student success, retention, and enrollment. Progress toward this objective is in many different projects of data reporting and analyses as well as grant development in areas that improve the student experience and success in meeting educational goals. Specific activities include AEW application, Enrollment Management System, preparation for DOE grants, partnerships with faculty to pursue grants that emphasize student success.
Student Affairs	Expand online support services that provide increased access.	Additional online services developed and implemented.	June 2009	<b>In progress.</b> Departmental online services developed and implemented in Admissions, Counseling, Disability Support Services, Financial Aid, International Programs, Running Start, and Student Life.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

### 3. *Respect for Differences*

The College will demonstrate a respect for differences and an appreciation of multiple perspectives. The campus environment will be governed by open communication and shared decision-making, and programs and services that support the needs of diverse populations.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Support an inclusive environment where mutual respect and equity are encouraged and valued.	Employees will participate in at least one presentation, workshop, conference or activity on diversity.	June 2009	<b>In progress.</b> Business Services: On-going. Training offered in summer; additional training to be offered in winter quarter. Security: one employee attend a diversity conference Auxiliary Services: On-going. The majority of Auxiliary Services staff have attended diversity training with others scheduled to complete in Spring. Computing Services: On-going. Training to be completed by spring quarter.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 3. *Respect for Differences (Continued)*

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Communications and Marketing	Support the successful and inclusive celebration of Clark College's 75 <sup>th</sup> anniversary through targeted and broad-based marketing initiatives as well as college publications including <i>Clark 24/7</i> , <i>The Clark Journal</i> (as appropriate) and <i>Clark College Connections</i> .	Successful documentation of all anniversary events established by the college's planning committee; college and community participation in 75 <sup>th</sup> anniversary events.	June 2009	<b>In progress.</b> Events/ documentation to date include: <ul style="list-style-type: none"> <li>• Kick-off events held in October</li> <li>• Commemorative ads appeared in <i>The Columbian</i></li> <li>• Congratulatory video clips from Governor Gregoire, Senators Maria Cantwell and Patty Murray, Rep. Brian Baird and Mayor Pollard</li> <li>• Proclamations from Governor Gregoire and Mayor Pollard</li> <li>• Text read into the Congressional Record by Rep. Baird</li> <li>• Commemorative issue of <i>Clark 24/7</i></li> <li>• 75<sup>th</sup> Anniversary display case in Cannell Library</li> <li>• Anniversary showcased in fall 2008, winter 2009, and spring 2009 <i>Clark College Connections</i></li> <li>• Web area devoted to 75<sup>th</sup> Anniversary</li> <li>• 75<sup>th</sup> Anniversary commemorative book published</li> </ul>
Communications and Marketing	Support an inclusive environment where mutual respect and equity are encouraged and valued.	Employees participate in at least one presentation, workshop, conference, or activity on diversity.	June 2009	<b>In progress.</b> Some staff have attended diversity events. Graphic designers and photographer strive to capture diversity whenever possible.
Corporate & Continuing Education	Support an inclusive environment where mutual respect and equity are encouraged and valued.	Employees participate in at least one presentation, workshop, conference or activity on diversity.	June 2009	<b>In progress.</b> Executive Director attended Cultural Pluralism training in August 2008.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 3. *Respect for Differences (Continued)*

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Foundation	Support an inclusive environment where mutual respect and equity are encouraged and valued.	Staff attends at least one presentation, workshop, conference, or other activity on diversity.	June 2009	<b>In progress.</b> Staff completed weekly discussions of <i>Speed of Trust</i> by Stephen Covey. Periodic sessions with Marsha Fraser, communications specialist, to improve office communications through understanding of differing work styles.
Human Resources	Finalize diversity plan; implement short-term plan and finalize long-term plan.	Diversity plan completed that includes action steps and initiatives with objectives and timelines.	June 2009	<b>In progress.</b> Committee completed draft; Penguin Round Table processing
Human Resources	Lead and promote diversity initiatives and intentions in hiring and training.	Provide training for managers and screening committees.  Implement online training for preventing sexual harassment and discrimination.	June 2009	<b>In progress.</b>  <b>Completed.</b>
Human Resources	Support an inclusive environment where mutual respect and equity are encouraged and valued.	Employees participate in at least one presentation, workshop, conference, or activity on diversity.	June 2009	<b>In progress.</b>
Instruction	Implement conflict resolution practices that encourage open communication and collaboration among diverse groups. (S)	<ul style="list-style-type: none"> <li>Address the recommendations of the College Diversity Plan and the Climate Committee to the greatest degree possible.</li> <li>PD funds prioritized for conflict resolution training.</li> <li>An onsite conflict resolution course will be developed and offered to the college community.</li> </ul>	Ongoing  June 2009	<b>In progress.</b> The Diversity Plan is still under development. Implementation of the College Climate committee recommendations requires college-wide coordination.  <b>Not Funded;</b> however, HDEV 103 – Anger and Conflict management offered Fall and Winter terms  <b>Not funded.</b>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 3. Respect for Differences (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	Develop a "Women in Science, Technology, Engineering, and Mathematics" recruitment and retention initiative.	<ul style="list-style-type: none"> <li>• Women in STEM" action plan developed and implemented;</li> <li>• Three STEM departments committed to participation in Women in STEM program;</li> <li>• Participation by college personnel in three outreach/recruitment activities for women in STEM.</li> </ul>	<p>December 2008</p> <p>December 2008</p> <p>June 2009</p>	<p><b>In progress.</b></p> <ul style="list-style-type: none"> <li>• Action plan is under development.</li> <li>• Kristine Barker helped organize the first "Women in STEM" event at Clark College in fall 08. A panel of 5 women from diverse STEM related careers shared their education and job experience with the attendees. The event included opportunities for students to network with the panel as well as ample time for questions and answers. More "Women in STEM" events are planned for 2009.</li> <li>• Ten of the Women in STEM faculty (Math, Science and Engineering) have provided tutoring for students and focus on women to increase retention in math and science. (Duplicated head count of students is in the hundreds.)</li> <li>• The NERD Girls ASCC Club has performed community outreach to middle schools in fall 08 and more are scheduled winter and spring 09.</li> <li>• Tina Barsotti, STEM Outreach Coordinator (assisted by STEM faculty and students), helped Clark College sponsor the first Elementary Science Olympiad for grades 3-6 on November 8, 2008. There were over 200 students from 15 Elementary Schools who participated in five different science events. Students, coaches, and parents all gave the event rave reviews.</li> </ul>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 3. Respect for Differences (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	Support an inclusive environment where mutual respect and equity are encouraged and valued.	Employees participate in at least one presentation, workshop, activity, or conference on diversity.	June 2009	<p><b>In progress.</b> The following diversity-related events have been scheduled at the college this year:</p> <ul style="list-style-type: none"> <li>• “Leading Diversity and Inclusion Initiatives at Clark College”, Aug. 5</li> <li>• Screening and discussion of “Divided We Fall”, Sept. 26</li> <li>• Dankook University Traditional Korean Dance and Music Group, Sept. 26</li> <li>• Tim Wise presentation, Oct. 16</li> <li>• New Wilderness Project, Oct. 29</li> <li>• “Gateways: Student of Color Open House”, Nov. 14</li> <li>• “Not Just Ramps” theatrical documentary on disability issues, Jan. 16</li> <li>• MLK day celebration, Jan. 23.</li> </ul> <p>All college employees, including staff and faculty, are encouraged to attend the above events and other, yet to be scheduled activities related to diversity.</p>



# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 3. Respect for Differences (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Planning & Effectiveness	Assess the level of satisfaction of stakeholders and communicate results to college community.	Satisfaction surveys completed, including 2008 PACE, 2008 Noel Levitz, Graduate Survey and Employer Survey, and results communicated to college.	June 2009	<p><b>Completed.</b> Pace and Student Satisfaction – the results were communicated to the college community by posting the results on the intranet, emailed all college community, and presented to members of the college community.</p> <p><b>In progress.</b> The Graduate Survey is sent out to students who have completed on an ongoing basis.</p> <p><b>Changed.</b> Employer survey – Due to the lack of clear scope of the survey and budget reductions, the decision to postpone and improve this survey process was made. Currently, P&amp;E is meeting with Instruction to develop and assure meaningful data collection and analysis.</p>
Planning & Effectiveness	Support an inclusive environment where mutual respect and equity are encouraged and valued.	Employees participated in at least one presentation, workshop, conference, or activity on diversity.	June 2009	<b>Completed.</b> All staff have participated in diversity activities.
Student Affairs	Support an inclusive environment where mutual respect and equity are encouraged and valued.	Employees participated in at least one presentation, workshop, conference or activity on diversity.	June 2009	<b>In progress.</b> All departments report staff participation in activities on diversity.
Student Affairs	Provide educational activities that foster a global perspective.	Employees participated in at least one presentation, workshop, conference or activity on global awareness.	June 2009	<b>In progress.</b> Most departments report staff participation in activities on global awareness.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 4. *Workforce Development*

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

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Communications and Marketing	Provide communications and marketing support to Corporate and Continuing Education's 2008-2009 business plan.	Meet or exceed enrollment targets as specified by Corporate and Continuing Education.	June 2009	<b>In progress.</b> <ul style="list-style-type: none"> <li>• Provided assessment of CCE's web pages and new class schedule and made recommendations</li> <li>• Columbia Tech Center marketing plan is being developed.</li> <li>• CCE and Communications published a workforce development article in the <i>Vancouver Business Journal</i> in January.</li> </ul>
Corporate & Continuing Education	Secure funding sources that support innovative training programs for targeted populations meeting local labor market demand.	Job Skills Grant target of \$150,000 achieved.	June 2009	<b>In progress.</b> Corporate Education has secured \$493,124 in grants and contracts: <ul style="list-style-type: none"> <li>• \$250,000 - JSP funding</li> <li>• \$85,000 - DOD/MFG 21 Defense Readiness</li> <li>• \$158,124 - Customized training contracts</li> </ul>
Human Resources	Evaluate Leadership Academy and continue implementation.	Evaluation and assessment of Academy; recommend adjustments and continue implementation of annual academy; evaluation of needs for individual coaching.	June 2009	<b>Completed.</b>
Human Resources	Develop/assess succession planning needs for college.	Report on succession planning developed for College; training provided.	June 2009	<b>In progress.</b>
Human Resources	Provide career development/promotion opportunities information/training for classified employees.	Information and training developed and provided to employees.	June 2009	<b>In progress.</b>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 4. Workforce Development (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	Provide faculty and staff training focused on student issues within special populations* served by Workforce Ed.	Provide 3 full-day in-service trainings focused on Workfirst student characteristics.	March 2009	<b>Change.</b>
Instruction	<u>New Goal:</u> Create Worker Retraining Advisory Committee	<u>New Outcome:</u> Worker Retraining Advisory committee will be developed with the help of Eligibility programs and Workforce	<u>New Timeline:</u> March 2009	<b>In progress.</b> First meeting scheduled March 4, 2009
Instruction	<u>New Goal:</u> Align Workforce Coding with state policy and procedure.	<u>New Outcome:</u> Campus community will be provided with education opportunities regarding state coding policy and procedures	<u>New Timeline:</u> June 2009	<b>In progress.</b> <ul style="list-style-type: none"> <li>• One-day training by SBCTC for both Student Affairs and Instruction on coding is in planning stage.</li> <li>• One- day training on Workforce/WorkFirst/and coding for ESL/ ABE is scheduled for February 18, 2009, for Workforce and ABE staff and faculty.</li> <li>• A workforce/eligibility working group is now discussing policy, procedure and interpretation of state coding issues.</li> </ul>
Instruction	Identify and consolidate resource listings for training and support across all workforce partners.	Compilation of updated information on available training options throughout local Workforce organizations will be available for students, job seekers, and employers.	Ongoing	<b>Change.</b>
Instruction	<u>New Goal:</u> Redesign the Workforce Web site.	<u>New Outcome:</u> A new Workforce Web site will include eligibility, financial aid, workforce partners and ABE/ESL to promote student access to these programs and services.	<u>New Timeline:</u> June 2009	<b>In progress.</b>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 4. Workforce Development (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Planning & Effectiveness	Provide data and grant support for instructional planning and preparation of workforce grants.	Workforce and economic data provided; grant assistance to instruction and workforce provided, where appropriate.	June 2009	<b>In progress.</b> Planning and Effectiveness provides services for the purposes of instructional planning. These include program viability indicators and development of program assessment tool.
Student Affairs	Integrate career awareness opportunities throughout departments that facilitate meaningful and gainful employment for students.	<p>Departmental career awareness activities held on a quarterly basis, evaluation will be conducted and outcomes reported.</p> <p>Develop three new internship guides to increase student participation in internship/co-op opportunities.</p> <p>Bulk mailing of Pathways to Your Future Career Information and Job Fair to include postage.</p>	June 2009	<p><b>In progress.</b> Departmental career awareness activities occurred in Career &amp; Employment Services, Financial Aid, International Programs, and Running Start.</p> <p><b>In progress.</b> Two guides in draft forms; the third to be completed winter quarter.</p> <p><b>In progress.</b> Strategy not funded. Career &amp; Employment Services identified funding in existing budget.</p>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 5. *Broad-based Partnerships*

The College will establish and maintain internal and external partnerships that support student learning, shared community resources, increased educational opportunities and shared governance. Partnerships will be fostered externally with education, business and industry and other community groups, and internally as cross-collaborations among students, faculty, disciplines and organizational units.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Provide media and technical support for Events and requests for media.	1050 ITS 2 position filled.	June 2009	<b>Not funded.</b>
Administrative Services	Develop and implement state-mandated Emergency Management Plan.	Completed emergency management plan, staff appropriately trained and mock emergency scenarios conducted to test plan effectiveness.	June 2009	<b>In progress.</b> <ul style="list-style-type: none"> <li>• Project Manager hired and work to develop planning framework completed.</li> <li>• Several emergency response protocols developed and tested.</li> <li>• Management staff attended crisis mgmt. workshop. Several managers and EC members have completed required NIMS training. Multiple first responder staff have completed CERT training</li> <li>• Campus facilities mapping project completed. System training scheduled for February.</li> </ul>
Communications and Marketing	In partnership with YWCA Clark County, successfully plan and host the 25 <sup>th</sup> Women of Achievement celebration in 2009.	Documentation of 2009 Women of Achievement celebration; feedback expressing satisfaction among participants and stakeholders.	March 2009	<b>In progress.</b> <ul style="list-style-type: none"> <li>• Nominees have been selected</li> <li>• News release issued</li> <li>• WOA web area has been updated</li> <li>• Coordinated arrangements for the luncheon</li> <li>• Reunion reception of past honorees is being planned</li> </ul>
Corporate & Continuing Education	Create funding base for operations support for Mature Learning program in partnership with Clark College Foundation.	<ul style="list-style-type: none"> <li>• Appeals letter sent in September and at the end of the year.</li> <li>• Reference Mature Learning in Foundation newsletter.</li> <li>• \$20,000 to \$30,000 annual funding secured from donors</li> </ul>	June 2009	<b>In progress.</b> Annual appeal letters sent resulting in over \$30,000 in donations to the Mature Learning program in 2008-09.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 5. *Broad-based Partnerships (Continued)*

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Corporate & Continuing Education	Partner with Workforce Education to develop two new occupational programs.	Two programs developed and offered to both WorkFirst and Corporate & Continuing Education audiences.	June 2009	<b>Change.</b> Due to reduction in WorkFirst grant funding no classes have been developed.
Corporate & Continuing Education	Develop the concept of Clark College Center for Leadership Excellence working in partnership with the Vancouver National Historic Reserve.	Advisory Board created and sub-committees established with pilot curriculum identified. Partner Foundations identified and business plan established.	June 2009	<b>In progress.</b> Center for Leadership sub-committee meets regularly. Partnership with Marshall Foundation being explored. Funding research for pilot training ongoing.
Corporate & Continuing Education	Explore the creation of joint WSUV and Clark College Center for Continuing Education.	Concept explored and recommendations made.	June 2009	<b>Completed.</b> Concept presented to WSUV with a decision not to pursue.
Foundation	Create a culture of philanthropy	<ul style="list-style-type: none"> <li>• Increase number of donors &amp; dollars given by College personnel by 15%</li> <li>• Increase number of donors and \$ given by external constituents by 15%</li> </ul>	June 2009	<p><b>Completed.</b> 97 employees (80.8% of goal) contributed \$18,007 (15% increase over last year)</p> <p><b>In progress.</b> Number of donors increased by 574 (54.1% of goal).</p> <p>* To date, \$930,000 given by external constituents</p>
Foundation	Raise private support for Clark College	<ul style="list-style-type: none"> <li>• \$150k in support generated for 75th anniversary</li> <li>• 35 gifts over \$5,000</li> <li>• 10 planned gifts in the queue</li> <li>• \$100k in unrestricted funds raised via annual giving program</li> <li>• \$1.5m raised in private support to meet specified College needs</li> </ul>	June 2009	<p><b>In progress.</b> \$24k raised for 75th anniversary activities, +\$35k raised last year for <i>Voices &amp; Dreams</i> commemorative memory book</p> <p><b>In progress.</b> 19 gifts of \$5,000+ received</p> <p><b>Completed.</b> 10 prospective planned gifts currently under discussion</p> <p><b>In progress.</b> \$71,361 raised from annual giving solicitations</p> <p><b>In progress.</b> * See \$ noted above under Goal: <i>Create a culture of philanthropy.</i> Meyer Memorial Trust grant for E-Learning and Pharmacy Tech is pending, contingent upon \$290k additional funds raised. MJ Murdock Foundation grant proposal prepared for submission.</p>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 5. *Broad-based Partnerships (Continued)*

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Human Resources	Establish linkages with community organizations whose mission is to promote diversity and inclusion; partner with college departments on diversity initiatives.	Partnerships created and maintained with community organizations and college departments.  Activities held supporting and promoting diversity.	June 2009	<b>In progress.</b>  Participated in statewide diversity fair in November 2008
Human Resources	Support Employee Wellness Initiatives as part of the Healthy Penguin Nation in Partnership with Health Services in Student Affairs.	Increase participation in Healthy Penguin Nation Initiatives by 20%, College wide learning about greener and healthier work practices, Two major Healthy Penguin Activities per year would occur.	June 2009	<b>In progress.</b> Working on composting; recycling audits; participating in Global Teach in
Instruction	Maintain integrated library system and consortia agreements. (S)	Library will continue to provide online access for students and staff to reserved course materials, digital journal articles, and requests for materials delivery from partner libraries.	June 2009	<b>In progress.</b> <ul style="list-style-type: none"> <li>The Library added seven major reference sets which provide online access to research for students in the arts and humanities.</li> <li>"Theatre in Video" was added to Cannell Library's collection. This online streaming video collection contains more than 250 definitive performances of the world's greatest plays and more than 100 film documentaries.</li> <li>Cannell Library and the Clark College Art Department unveiled the college's new <a href="#">Digital Visual Resources Collection</a>. More than 7,000 art department slides have been digitized for the collection, creating a database that is available to all members of the Clark community with a Clark ID #.</li> </ul>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 5. *Broad-based Partnerships (Continued)*

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	Foster partnerships with K12 and university levels to enhance transitions from high school through Clark and on to baccalaureate levels.	<ul style="list-style-type: none"> <li>Meetings will be held with at least 3 K12 partners and 3 universities to explore and improve student transitions.</li> <li>Completed feasibility plan for a University Center will be shared with Executive Cabinet.</li> </ul>	<p>June 2009</p> <p>June 2009</p>	<p><b>Change and ongoing.</b></p> <ul style="list-style-type: none"> <li>Clark College funded a regional scan titled "STEM Scan 2008" this summer using High Demand Grant monies. The SCAN looked at STEM related educational and business resources in the greater Southwest Washington area.</li> <li>The results of the STEM scan led to the formation of the STEM SUMMIT which was held in December 08 with over 90 educators from K-12, colleges and universities, including Clark College faculty.</li> <li>The end-of-program survey will help to decide the next steps STEM will take with K-12 educators</li> <li>Clark College has been asked to partner on a WA State MSP (Math &amp; Science Partnership) Grant beginning 09.</li> <li>Met with Evergreen School District to discuss future of Biosciences Academy.</li> <li>VPI regularly attends Clark County Superintendents' meetings.</li> <li>Vancouver &amp; Evergreen Public School Districts and select public school districts in Clark County met with Clark's Board of Trustees. The VPI provided briefings about various instructional initiatives and potential partnerships.</li> </ul>
Planning & Effectiveness	Facilitate state and federal advocacy for issues impacting Clark College	Agenda and issues communicated; college tours and updates completed; events organized and executed.	June 2009	<b>In progress.</b> Met individually with legislators from the 17 <sup>th</sup> , 18 <sup>th</sup> , and 49 <sup>th</sup> legislative districts in November, December, and January. With LCC, Clark co-hosted the Annual Legislative Dinner in Olympia on January 26.



**Clark College Strategic Plan  
Annual Goals 2008 - 2009  
Mid-Year Evaluation**

**5. *Broad-based Partnerships (Continued)***

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Student Affairs	Increase community outreach activities and partnerships from 2008 to 2009 to increase educational and career opportunities for students.	Ten new partnerships reported.	June 2009	<b>Completed.</b> 18 new partnerships reported.
Student Affairs	Support efforts for staff participation in health and wellness activities.	Staff members report participation in activities attended.	June 2009	<b>Completed.</b> All departments report staff participation in health and wellness activities.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. *Management Excellence*

The College will make strategic decisions in the distribution of limited resources and implement processes that enhance quality, demonstrate effectiveness, and ensure public accountability. The College will provide high quality facilities and equipment, a healthy technology infrastructure, and well-designed support services.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Provide appropriate staffing, equipment and materials to insure high quality facilities maintenance as the College expands operations in the "T" Building, TPC, and the Gaiser Hall and O'Connell Sports Center renovations.	<p>Successful hiring of a Maintenance Mechanic 2; maintain standard level of service.</p> <p>Successful hiring of a Custodian 1 position to be assigned to Gaiser Hall; maintain standard level of service.</p> <p>High-quality grounds and facilities maintained by providing adequate funds for goods and services. Cost increases due primarily to cost increases in petroleum products.</p> <p>Successful hiring of an OA 2 position to support maintenance personnel in timely scheduling and completion of work. Funds currently used for 1050 employees will be transferred to fund a portion of this position.</p>	June 2009	<p><b>Completed.</b></p> <p><b>Completed.</b></p> <p><b>Completed.</b> (at reduced funding level)</p> <p><b>Change.</b> On hold due to budget reductions.</p>
Administrative Services	Provide administrative support to management of Administrative Services Operations and Auxiliary Services.	Successful hiring of half-time Administrative Assistant to provide administrative support for contracts, risk management, policy/procedure, standard level of service, Central Services, Event Services, Production Printing, and R25.	June 2009	<b>Not funded.</b>
Administrative Services	Complete an assessment of the College's financial health to support decision-making.	Assessment based on SBCTC and other criteria completed and presented to senior leadership.	June 2009	<b>In progress.</b> Project to be completed during winter and spring quarters by Business Services staff.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. *Management Excellence (Continued)*

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Provide financial management support for individuals managing grants and contracts.	Training provided to grant managers and staff who support grant activity; day-to-day accounting services to assist in tracking activity, monitoring accounts, and completing required reports; application to acquire a federal indirect cost rate completed and submitted.	June 2009	<b>Completed.</b> Staff duties being assigned and processes developed.  Ongoing training for College employees
Administrative Services	Provide an effective transportation system for College groups.	Plan developed to implement recommendation including communication methods; related policies and procedures developed.	June 2009	<b>Completed.</b> Vans are in service and notification of rate increases as of July 1, 2009 has been made.
Administrative Services	Continue development and implementation of Enterprise Risk Management Plan.	Steps taken to mitigate high priority risks identified by Enterprise Risk Management Plan and increased campus awareness of risk management practice.	June 2009	<b>In progress.</b> Plan for implementation developed and first steps taken. College departments have identified risks.
Administrative Services	Establish standard level of service in Plant Services.	Well defined service expectations and steps initiated to educate campus on expectations.	June 2009	<b>In progress.</b> Standard room setups have been developed.
Communications and Marketing	Fully implement a new graphic design project management system across the college.	A completed and fully functional system that: a) consistently provides current information about the status of graphics projects and b) enables designers and clients to more efficiently communicate and make desired changes to pending projects.	June 2009	<b>Completed.</b> New system has been developed.
Communications and Marketing	Complete the design, printing and distribution (print and electronic) of the completed Strategic Plan for 2009-2014.	Completed materials.	TBD based on completion of the plan	<b>In progress.</b>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. Management Excellence (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Communications and Marketing	Assess departmental operations to determine sustainability options relating to the printing of Clark College publications (e.g., schedule, newsletters, and brochures) and other practices to foster a "green" environment in the department.	Complete assessment of departmental operations and establish goals for contributing to the overall reduction of Clark College's environmental impact. Encourage the mindset of sustainability within the production of print materials, both intradepartmentally and college-wide.	June 2009	<b>In progress.</b> <ul style="list-style-type: none"> <li>• Winter and spring 2009 schedules printed on minimum 50% recycled content paper</li> <li>• <i>Clark 24/7</i> and <i>The Clark Journal</i> are available in electronic format and no longer being printed</li> <li>• Staff are investigating ways to improve sustainability within the department</li> </ul>
Communications and Marketing	In partnership with Administrative Services and Human Resources, create a crisis communications plan as part of a comprehensive emergency response plan for the college.	Completed plan.	June 2009	<b>In progress.</b> Members of the college's Emergency Planning Team have met.
Corporate & Continuing Education	Develop and deploy on a quarterly basis marketing strategies through CampusCE and the CCE website to recruit and retain students.	<ul style="list-style-type: none"> <li>• Each quarter conduct one email campaign targeted to past students in each program category.</li> <li>• Meet or exceed enrollment targets as defined by CCE.</li> <li>• Produce five 60 second instructor video pitches each quarter.</li> <li>• Explore a managed blog/wiki functionality to CCE website for open enrollment program areas.</li> <li>• Utilize five free marketing venues each quarter.</li> </ul>	June 2009	<b>In progress.</b> Over 1,500 emails have been sent to promote four customized training classes.  Nineteen instructor video clips have been produced and are posted on CCE website.
Corporate & Continuing Education	Develop a new business plan for the department to include recommendations from LERN including key operational benchmarks.	Implementation of new plan based on the LERN 1-Year Marketing Plan model and tracking quarterly results to key operational benchmarks.	June 2009	<b>In progress.</b> A draft business plan has been developed including key LERN operational benchmarks. LERN to review draft and final plan to be completed by the end of March.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. Management Excellence (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Foundation	Integrate College and Foundation in a mutually beneficial partnership for resource development.	<ul style="list-style-type: none"> <li>• Dynamic system for fundraising needs identification exists</li> <li>• Private support is listed as income source on College budget</li> <li>• Foundation and College enter into preliminary planning phase for a comprehensive campaign</li> </ul>	June 2009	<p><b>Completed.</b> Campaign needs identification completed. Ongoing need identification process is still evolving</p> <p><b>In progress.</b> While recognized by the College as critically important, private support isn't officially recognized in College budgetary reports</p> <p><b>In progress.</b> Feasibility study completed 11/08. Internal planning phase set for January-September 2009.</p>
Foundation	Enhance & utilize technology to support fundraising activities.	<ul style="list-style-type: none"> <li>• Technology plan completed and implemented</li> <li>• 15% increase in online donations</li> <li>• 2,875 Web site hits</li> <li>• Transfer additional processes to on-line formats</li> </ul>	June 2009	<p><b>In progress.</b> Will be addressed with budget process.</p> <p><b>Completed.</b> Online donations increased by 165%. Online giving total to-date totals \$7.3k, surpassing \$5k goal – mainly due to e-solicitations</p> <p><b>Completed.</b> 11,149 visits recorded to date</p> <p><b>Completed.</b> Transfers to online formats include electronic newsletters, event registration, and online giving</p>
Foundation	Optimize donor database.	<ul style="list-style-type: none"> <li>• \$400k raised through annual giving program</li> <li>• Results tracked from specific communications sent to specific groups</li> </ul>	June 2009	<p><b>In progress.</b> \$322,446 raised through annual giving program (80.6% of goal)</p> <p><b>In progress.</b> Tracking by constituent group in process</p>
Foundation	Chart a 3-year fundraising vision.	<ul style="list-style-type: none"> <li>• Resource Development Plan completed and implementation begun</li> <li>• Communications Plan completed and implementation begun</li> <li>• Athletic Dept budget includes private support \$</li> </ul>	June 2009	<p><b>In progress.</b> Resource development plan in process with comprehensive campaign efforts</p> <p><b>In progress.</b> Communications plan incomplete – pending resource development plan</p> <p><b>In progress.</b> Athletics recognizes \$90k in scholarship support and \$10k in program support needed from Foundation and PAC respectively</p>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. Management Excellence (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Human Resources	Develop an emergency response plan.	A plan developed that will allow for lockdown and evacuation of part or all of the college.	June 2009	<b>In progress.</b> Initial response protocols; writing policies and procedures
Human Resources	Ensure compliance and performance in EHS programs and expand EHS programs.	<p>Create EHS Coordinator position; Safety and health audits conducted; timely regulatory reporting; accident investigation and safety committee support; healthy penguin support; overall support for environmental health and safety programs that reduce college liability and improve climate.</p> <p>Annual review of EHS programs conducted.</p> <p>Restructure College Safety Committee to be more effective and proactive.</p> <p>Expanded recycling program; Increase the variety of materials that are recycled on campus.</p>	December 2008	<p><b>Completed.</b></p> <p><b>Completed.</b> Ongoing</p> <p><b>In progress.</b></p> <p><b>In progress.</b> Study completed; assessments conducted</p>
Human Resources	Benefits information more accessible to employees, supervisors, and applicants.	<p>Create on-line/electronic information.</p> <p>Leave balances information for employees more accessible to employees and supervisors.</p>	June 2009	<p><b>In progress.</b></p> <p><b>In progress.</b></p>
Human Resources	Labor relations communications and activities enhanced.	<p>IBB process conducted and changes submitted to Board.</p> <p>Training on CCAHE agreement provided for Deans and Directors.</p> <p>Provide training on WPEA Collective Bargaining Agreement on contract and PDP process.</p> <p>Regular Labor Management meetings held; WPEA CBA implemented.</p>	June 2009	<p><b>In progress.</b></p> <p><b>In progress.</b></p> <p><b>Completed.</b></p> <p><b>In progress.</b> Monthly meetings held</p>
Human Resources	Implement on-line application system.	On-line application system in place; training conducted for college users.	December 2008	<b>In progress.</b>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. *Management Excellence (Continued)*

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Human Resources	Expand background checks to all new college employees and volunteers.	Background check policy revised; checks conducted on all employees and volunteers.	December 2008	<b>In progress.</b>
Human Resources	Support 75 <sup>th</sup> Anniversary activities.	Participation and assistance with 75 <sup>th</sup> anniversary activities.	June 2009	<b>Completed.</b>
Instruction	Implement a "Lean Operation" strategy to free up 0.5% of fiscal resources in Instruction to support new program development. (S)	<ul style="list-style-type: none"> <li>• Lean Training completed in Summer for Deans</li> <li>• Each Dean will work with DCs and AAs in Fall and Winter to "process map" select initiatives</li> <li>• New plans in operation in Spring 09</li> <li>• Report on efficiencies generated by Spring 09</li> <li>• Finalize efforts by June 09</li> </ul>	March 2009	<b>On Hold</b> -Lean Training has been postponed and is now on hold due to budge considerations.
Instruction	Establish online faculty evaluation system for students. (S)	Online evaluation process established and implemented.	Initiated as of Fall quarter; ongoing.	<b>In progress.</b> A vendor (Evaluation Kit) has been selected and the product is being piloted Winter 09. Full implementation is expected for Spring 09.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. Management Excellence (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	Articulate model career pathways.	<ul style="list-style-type: none"> <li>Facilitate the Career Pathways committee's initiative to create four pathway documents.</li> <li>Identify at least one new Program of Study.</li> </ul>	June 2009	<p><b>In progress.</b> In order to assure that our pathways diagrams make sense from the learner's perspective, student feedback has been collected for two draft pathway templates. The feedback and templates will be shared with Instruction and Student Affairs before the pathways diagrams are published.</p> <p>Field Surveying and ECE will be the first two completed using the new template. Data Networks/CTEC and HEOC are to be completed by May 09.</p> <p>Six Programs of Study have been developed in partnership with Evergreen School District, Vancouver Schools District and the Clark County Skills Center. Each of the six programs is unique to its own district; the four major pathways involved are construction, ECE, education and information technology.</p>
Instruction	Enhance Tech Prep data analysis and reporting. (S)	<ul style="list-style-type: none"> <li>Develop a reporting format to inform high school partners and other stakeholders about the retention rates of Tech Prep students.</li> <li>Establish a methodology for data analysis including participation and transition rates of Tech Prep students.</li> </ul>	Jan 2009  Jan 2009	<p><b>In progress.</b> The 07-08 Tech Prep Annual Report was completed and mailed to all college and high school partners in January 09. The Tech Prep manager met with Clark Research and Evaluation staff to determine an appropriate reporting format and data collection process.</p>
Instruction	In accordance with accreditation standards, conduct a study of adjunct faculty use policies at community colleges that are comparable to Clark College. (S)	Determine best practices and create a feasibility plan which includes budget and goal implications.	Feb 2009	<p><b>In progress.</b> The Adjunct Faculty Affairs Committee met on Nov. 25 to discuss adjunct faculty use policies at comparable colleges. The committee will meet again to generate a best practices document Winter term.</p>



# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. Management Excellence (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Instruction	Provide sufficient resources (Goods and Supplies) to: <ul style="list-style-type: none"> <li>• Purchase library materials. (S)</li> <li>• Update software in BTEC. (S)</li> <li>• Meet classroom needs in the Art Department. (S)</li> </ul>	<ul style="list-style-type: none"> <li>• New databases purchased in 2007-2008 will be renewed.</li> <li>• Permanent funding will be established in the Goods &amp; Services budget for software upgrades.</li> <li>• The Art Department G&amp;S budget will be adequate to support the Mac computer lab and accommodate hazardous waste disposal.</li> </ul>	June 2009	<p><b>In progress.</b> 100% fulfillment of this goal is uncertain to date. The Library Management team is evaluating database use, coverage, and alignment with college curricula.</p> <p><b>Not funded.</b></p> <p><b>Not funded.</b></p>
Planning & Effectiveness	Facilitate completion of self study and a successful 2008 accreditation.	Self study completed; site visit facilitated; process requirements addressed.	January 2009	<p><b>Completed.</b> Self-study and site visit completed.</p> <p><b>In progress.</b> Institutional and departmental goals will focus on the General Recommendations and the Self Study.</p>
Planning & Effectiveness	Coordinate development and implementation of strategic planning processes.	2009-2014 Strategic Plan developed; Year 5 of 2004-2009 Operational Plan completed and reports submitted to Board.	June 2009	<b>In progress.</b> The Strategic Planning Task Force is developing the 2009 – 2014 Plan. Year 5 2004 – 2009 Mid-Year Status Reports submitted to Board.
Planning & Effectiveness	Provide data and research support for Key Performance Indicators of the strategic plan.	KPIs and core indicators updated and communicated; Balanced Scorecard developed and communicated.	June 2009	<b>In progress</b> – After the completion of the 2009-2014 Strategic Plan, the scorecard will be developed.

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. Management Excellence (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Student Affairs	Formalize staffing plan to meet increased enrollment growth to align with the college master plan.	<p>Prioritized list of services, staffing, and budget needs completed.</p> <p>Hire 1 FT Credential Evaluator III to meet increased enrollment needs in health services programs requiring competitive admissions.</p> <p>Hire 1 PT Information Technology Specialist I to provide 250 hours of training/support for students and 800 hours of technical/research assistance regarding assistive technology and its applications.</p> <p>Provide additional staffing to meet increased demand for Running Start students taking the Compass assessment.</p> <p>Hire 1 FT Office Assistant III to meet the processing needs of high demand Health Occupations admission applications and transcripts due to enrollment growth.</p> <p>Hire 1 PT Information Technology Data Processor II to increase staffing level to assist with data input of five quarterly schedules and the catalog.</p>	June 2009	<p><b>In progress.</b> List of core and non-core services, staffing, and budget needs developed.</p> <p><b>Completed.</b> Hired December 15, 2008.</p> <p><b>Not funded.</b></p> <p><b>Not funded.</b></p> <p><b>Completed.</b> Hired August 15, 2008.</p> <p><b>Not funded.</b></p>

# Clark College Strategic Plan

## Annual Goals 2008 - 2009

### Mid-Year Evaluation

#### 6. Management Excellence (Continued)

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Student Affairs	(Continued) Formalize staffing plan to meet increased enrollment growth to align with the college master plan.	<p>Hire 1 FT Program Coordinator to meet advising needs for enrollment growth of Running Start students (to improve their academic standing).</p> <p>Hire 1 FT Program Assistant to meet increased enrollment needs in International Programs.</p> <p>Hire 1 FT Program Manager to upgrade current staff to acquire duties needed to perform administrative oversight of personnel, budgets, and program development in absence of former International Programs director.</p> <p>Hire 1 part time 75% Office Assistant III to support services to Clark College at WSU Vancouver.</p> <p>Hire 1 FT Program Manager A to manage support service delivery at Clark College at CTC. (Goal and this outcome also included with CTC goals)</p>	June 2009	<p><b>Completed.</b> Hired October 1, 2008.</p> <p><b>Not funded.</b></p> <p><b>Completed.</b> Upgraded existing staff October 2008.</p> <p><b>Not funded.</b></p> <p><b>Not funded.</b></p>
Student Affairs	Provide a positive work environment that promotes effective communication through training, workshops, and conferences.	Staff will attend at least one professional development activity.	June 2009	<b>In progress.</b> All departments report staff participation in at least one professional development activity.
Student Affairs	Support 75 <sup>th</sup> Anniversary Activities	Participation and assistance with the 75 <sup>th</sup> Anniversary activities reported.	June 2009	<b>In progress.</b> Most departments report staff participation in the 75 <sup>th</sup> Anniversary activities.

# Clark College Strategic Plan Annual Goals 2008 - 2009 Mid-Year Evaluation

## CTC - CLARK COLLEGE AT COLUMBIA TECH CENTER GOALS

### *1. 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 a high quality, innovative education and services that foster success in achievement of their stated goals. Members of all employee groups will be provided with opportunities for professional development.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Provide computer services staffing and related equipment to reside at and support the new Clark College at CTC facility.	Successful hiring of an ITS 3 to provide timely response to computer support problems and lab-related issues and minimal downtime for network problems. Provide improved service for event customers by assisting with media-related events.	June 2009	<b>In progress.</b> Funding plan developed.
Instruction	Provide human resources to adequately support current and new offerings. (This goal also included with Instruction goals)	<ul style="list-style-type: none"> <li>Library and Archive Paraprofessional Level 6 to coordinate planning and preparation for library services at CTC.</li> <li>Secretary Senior hired for CTC.</li> </ul>	January 2009  February 2009	A plan for Library staffing at CTC has been proposed.  This position will not be filled until FY 2009-10; plan for CTC staffing has been submitted.

# Clark College Strategic Plan Annual Goals 2008 - 2009 Mid-Year Evaluation

## CTC - CLARK COLLEGE AT COLUMBIA TECH CENTER GOALS

### *2. Access to Education*

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

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Provide effective and efficient security services at Clark College at CTC.	Hire one full-time security officer and three part-time security officers to provide security for Clark College at CTC; provide related supplies and equipment.	June 2009	<b>In progress.</b> Funding plan developed but staffing levels scaled back to conform to reduced operating schedule.
Administrative Services	Provide ongoing support for essential core infrastructure equipment at Clark College at CTC.	Maximum network systems availability provided to Clark College at CTC.	June 2009	<b>In progress.</b> Funding plan developed.
Administrative Services	Increase supervisory staffing in Security Department necessary to handle added responsibilities of additional locations and an increasing number of staff.	Successful hiring of a full-time Campus Security Sergeant in the Security Department.	June 2009	<b>Not funded.</b>

# Clark College Strategic Plan Annual Goals 2008 - 2009 Mid-Year Evaluation

## CTC - CLARK COLLEGE AT COLUMBIA TECH CENTER GOALS

### 6. *Management Excellence*

The College will make strategic decisions in the distribution of limited resources and implement processes that enhance quality, demonstrate effectiveness, and ensure public accountability. The College will provide high quality facilities and equipment, a healthy technology infrastructure, and well-designed support services.

<i>Unit</i>	<i>Goal</i>	<i>Outcomes</i>	<i>Estimated Completion Date</i>	<i>Status as of January 15, 2009</i>
Administrative Services	Provide high quality grounds and facilities at Clark College at CTC.	Maintenance, grounds and custodial staff are hired, supplies provided, and utilities funded to maintain Clark College at CTC.	June 2009	<b>In progress.</b> Funding plan developed.
Student Affairs	Formalize staffing plan to meet increased enrollment growth to align with the college master plan. (This goal also included with Student Affairs goals)	Hire 1 FT Program Manager A to manage support service delivery at Clark College at CTC.	June 2009	<b>Not funded.</b>