



CLARK COLLEGE

**PLANNING AND
EFFECTIVENESS**

**Equity-Centered Strategic Plan Annual Report:
Key Performance Indicators Results**

**April
2024-2025**

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Introduction

This annual report provides an overview of Clark College's progress towards mission fulfillment, focusing on [19 key performance indicators](#) (KPIs). The report is divided into four sections: 1) an overview of the methodology used to collect and analyze data; 2) a summary of the KPIs and their respective Executive Cabinet (EC) leads; 3) a high-level review of annual performance aligned with the Strategic Plan Tenets; and 4) a detailed analysis of the results and recommended improvement plans.

Methods

Annual data collection for each KPI is completed by June, while the student sense of belonging KPI and shared governance KPI are assessed biennially. Each KPI has an established annual target and a mission fulfillment target. Progress is determined by comparing the results to both the annual and mission fulfillment targets.

The results are shared with the Board of Trustees in July and the EC during their summer retreat. The Institutional Excellence Committee reviews the data in the fall quarter and works with the Executive Cabinet to address areas for improvement.

KPI Definitions and EC Leads¹

Lead	Equitable Student Experience
SA	Student Access: Racial/ethnic demographic profile meets or exceeds service area demographics.
SA	Student Sense-of-Belonging: Student perceptions about feeling welcome, valued and respected, and sense of community
IN/SA	Completion Rate: Student completion of degree/certificate within three years (150% time to completion).
IN	Post-Completion Outcomes: Student transfer rate to four-year institution within one year of degree completion and/or student employment in living wage job within 9 months of completing CTE degree or certificate
IN	Student Learning: Student mastery of learning outcomes for their program of study.
Lead	Employee Engagement, Empowerment, and Excellence
HR	Employee Demographics: Employee racial/ethnic demographic averages is reflective of student demographics
HR	Employee Retention: Employee retention from fall-to-fall.
DEI	Anti-Racist Professional Development: Employees annually complete one or more diversity, anti-discrimination, and harassment training.
HR	Professional Development Certification: Employees who complete professional development training focused on excellence and innovation.
HR	Shared Governance: Employee climate survey ratings on shared governance, including open communication, transparency, and college decision-making.
Lead	Community Partners Engagement
IN/SA	K-12 Matriculation: Percent of students directly matriculating into the college within one year of HS Graduation.
IN	Adult Engagement: Number of non-traditional age students enrolled at the college (Age 25 or Older).
IN/SA	Career-Connected Learning through Employer Engagement: Number of employers engaged in program review, curriculum vetting, advisory committees, classroom visits, internships/externships, customized training, philanthropic, etc.
IN	Program Alignment: Percent of program pathways that are aligned with high-demand regional workforce needs.
IN	Student Learning: Student mastery of general education learning outcomes at completion of program.
Lead	Institutional Effectiveness and Equity
PRE	Integrated Planning and Assessment: Integrated planning and assessment conducted for all programs, services, and college-wide plans.
HR	Compliance: Institution is in compliance with defined regulatory requirements across the institution.
OP	Long-Term Budget Planning: Transparent and inclusive budget process implemented and conducted annually, integrated within 10-year budget planning.
IT	Efficiency: Institutional policies, processes, and practices are clearly documented.

¹ Key: DEI – Diversity, Equity, and Inclusion; HR – Human Resources; IN – Instruction; IT- Information Technology; OP – Operations; SA – Student Affairs

Annual Results

Mission fulfillment is achieved when at least 80% of the defined annual or long-term targets are met. Each KPI includes a specific target aligned with either annual goals or broader mission objectives. The Office of Planning & Effectiveness collects annual KPI results, which are presented in both the KPI Dashboard and the Annual KPI Report, summarizing progress for each tenet and comparing it to established targets.

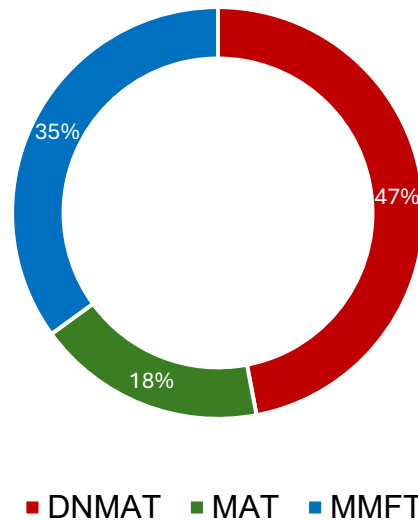
Each KPI result is categorized as follows:

- Met mission fulfillment target
- Met annual target
- Did not meet annual target

Vice Presidents annually collect activities related to each KPI with which they engage and plans of improvement as indicated.

Summary Results

Annual Results (n=17 KPIs)



Key

Met Mission Fulfillment Target (MMFT)
Met Annual Target (MAT)
Did Not Meet Annual Target (DNMAT)

I. Equitable Student Experience

KPI/Year	Progress				
	2023-24	2024-25	2025-26	2026-27	2027-28
Student access	MMFT				
Student sense of belonging	DNMAT				
Completion rate	DNMAT				
Post-completion outcomes	DNMAT				
Student learning	MMFT				

II. Employee Engagement, Empowerment, and Excellence

KPI/Year	Progress				
	2023-24	2024-25	2025-26	2026-27	2027-28
Employee Demographics	MAT				
Employee Retention	MMFT				
Anti-Racist Professional Development	DNMAT				
Professional Development Certification	DNMAT				
Shared Governance	DNMAT				

III. Community Partners Engagement

KPI/Year	Progress				
	2023-24	2024-25	2025-26	2026-27	2027-28
K-12 Matriculation	MAT				
Adult Engagement	DNMAT				
Career-Connected Learning through Employer Engagement	Under dev.				
Program Alignment	MMFT				
Student Learning	MMFT				

IV. Institutional Effectiveness and Equity

KPI/Year	Progress				
	2023-24	2024-25	2025-26	2026-27	2027-28
Integrated Planning and Assessment	Under dev.				
Compliance	MMFT				
Long-Term Budget	MAT				
Efficiency	DNMAT				

Detailed Results

The results summary presents the annual results, benchmarks them against established targets, and identifies opportunities for improvement based on the data.

I. Equitable Student Experience

- **Student Access:** Clark College student racial/ethnic demographic profile meets or exceeds service area demographics.
 - **Annual Progress:** [Met Mission Fulfillment Target](#)

Year	Target	Result
2023-24	0% Difference	3% higher than service area

2023-24 Activities

- **Office of Instruction**
 - Hired a program manager, Technology Adoption and Integration Manager, Career-Connected Learning Liaison for the Title III grant.
- **Advising Services**
 - Started tracking ctcLink IDs for all students who join Quick Questions (drop-in Advising) to be able to later identify student racial/ethnic demographics to understand who Advising Services is/is not serving.
 - Worked with Planning & Effectiveness to build a Tableau dashboard to understand who Advising Services is serving, and to begin to identify any gaps in student access by demographics.

Use of Results and Follow-Up

- **Office of Instruction and Student Affairs**
 - Develop a comprehensive "Penguin Path" that is an institutional approach to guiding and supporting students through their academic journey.
 - Conduct focus groups with students to gather feedback on their experiences with the admissions process. This valuable input will help us refine our outreach strategies and better serve prospective students.
- **Advising Services**
 - Analyze Advising Services service data to understand student access by racial/ethnic demographics and make changes in services available to improve student access if gaps are identified.
- **Student Sense-of-Belonging:** Student perceptions about feeling welcome, valued and respected, and sense of community.²

Statement	Target	Result	Annual Progress
I feel comfortable being myself at this institution.	3.2	3.3	Met Mission Fulfillment Target
I see myself as a part of the campus community.	3.2	3.0	Did Not Meet Target
I feel like I belong in college.	3.2	3.3	Met Mission Fulfillment Target

²This KPI is measured by three survey items.

2023-24 Activities

- **VCOE activities**
 - Held Open Houses - Fall, Winter, and Spring terms; Veterans' Club; Tenth Anniversary Event; Student communication schedule about reminders/updates for VA educational benefits; Graduation BBQ for students; Vet's club gaming event; VCOE/ODEI collaboration for Onboarding and Career Fair in September; African Americans in the Military presentation
- **Disability Access Center**
 - Developed a welcoming and open space called the "Success Center" for students who are working with student success coaches to have a space to study and get assistance from their success coach, also in shared vicinity with the Disability Access Center staff
- **Advising Services**
 - Held "In Lab" academic advising sessions for students who are in Advanced Manufacturing and Culinary programs. Advising occurred in the student classroom space and included individual plans or action items for each student.
 - Implemented Appreciative Advising appointment evaluations. Evaluations went beyond curriculum guidance, and focused on engagement with students, providing a welcoming experience, projecting respect/value, etc.

Use of Results and Follow-Up

- **Office of Instruction and Student Affairs**
 - Develop a comprehensive "Penguin Path" that is an institutional approach to guiding and supporting students through their academic journey.
 - Conduct focus groups with students to gather feedback on their experiences at Clark College. This valuable feedback will help us develop strategies to enhance student engagement with faculty, staff, and peers, particularly in terms of academic and career advising.
- **Disability Access Center**
 - Finalize the Success Center in 2024-25 to include the Disability Access Center front desk for checking in students, with greater access to staff from both DAC and Student Success Coaching
- **Completion Rate:** Student completion of degree/certificate within three years (150% time to completion).
 - **Annual Progress: Did Not Meet Annual Target**

Year	Target	Result
2023-24	28%	24%

2023-24 Activities

- **Sample of Veteran Center of Excellence (VCOE) activities**
 - Met with Cybersecurity and NTEC faculty for veteran student support with in-person classes
 - Completed training on VA Mental Health Services (VA Suicide Prevention Team) – intake process, emergency care intake, and contacts in each center/area
 - Secured Guided Pathways funds to create three videos for students: Setting expectations for College, Meet the VCOE, and Clark College Resources available to students
 - Completed training in online career resources, career assessment testing, and resume review tips for helping non-traditional students

Use of Results and Follow-Up

- **Office of Instruction and Student Affairs**
 - Develop a comprehensive "Penguin Path" that is an institutional approach to guiding and supporting students through their academic journey.

- Conduct focus groups with students to gather feedback on their experiences at Clark College. This valuable input will help us develop strategies to ensure students have declared a major, met with an academic or career advisor, and are utilizing student success resources.
- **Post-Completion Outcomes:** Student transfer rate to four-year institution within one year of degree completion (trans) and/or student employment in living wage job within 9 months of completing CTE degree or certificate (emp).
 - **Annual Progress:** **Did Not Meet Annual Target**

Year	Target	Result
2023-24	45% (emp), 67% (trans)	43% (emp), 66% (trans)

2023-24 Activities

- **Instruction**
 - Created a Clark/WSUV Biology Transfer Program map that gives Clark College advisors/faculty/mentors and WSUV advisors/faculty/mentors a common document with a unified goal that can form the basis for support and communication throughout the student's pathway (both pre- and post-transfer).
 - Created a Clark MESA/WSUV peer mentoring program pairing a Clark MESA student with a former transfer student who is now at WSUV
 - Increased communication between Clark/LCC/WSUV STEM advisors
- **Career Services**
 - Offered alumni free employment support: resume review, interview preparation, LinkedIn profile support, and job search strategies.
 - Managed and promoted Penguin Jobs, a job and internship search platform specifically for Clark College students.
- **Advising Services**
 - Held "In Lab" academic advising sessions for students who are in Advanced Manufacturing and Culinary programs. Advising occurred in the student classroom space and included individual plans or action items for each student.
 - Implemented Appreciative Advising appointment evaluations. Evaluations went beyond curriculum guidance, and focused on engagement with students, providing a welcoming experience, projecting respect/value, etc.

Use of Results and Follow-Up

- **Office of Instruction and Student Affairs**
 - Develop a comprehensive "Penguin Path" that is an institutional approach to guiding and supporting students through their academic journey.
 - Conduct focus groups with students to gather feedback on their experiences at Clark College. This valuable input will help us promote practices that provide our students with the tools to be successful in their chosen careers.
- **Enrollment Services**
 - Continue developing the Guaranteed Admissions program, to include a marketing plan and assessment plan.
- **Planning & Effectiveness**
 - Develop an exit survey for all CTE programs.
- **Student Learning:** Student mastery of learning outcomes for their program of study.
 - **Annual Progress:** **Met Mission Fulfillment Target**

Year	Target	Result
2023-24	80%	93%

2023-24 Activities

- **Planning & Effectiveness**
 - Established an annual assessment process, developed resources, and trainings, created a detailed calendar, and developed an assessment communication plan.
 - Conducted a series of training sessions in 2023-24. Planning and Effectiveness continues to provide ongoing support and guidance.
 - Simplified the reporting template.
 - Held meetings with faculty on their 2023-24 assessment report.
 - Held meetings with faculty on curriculum mapping development.
- **VCOE**
 - Met with Cybersecurity and NTEC faculty for veteran student support with in-person classes.

Use of Results and Follow-Up

- **Planning & Effectiveness**
 - Implement Heliocampus by Fall 2025 for student learning outcomes assessment.
 - Continue meeting with faculty and providing resources and training.
 - Develop workshop for spring outcomes assessment day.
 - Develop a program for Fall Assessment Day to showcase programmatic assessment.

II. Employee Engagement, Empowerment, and Excellence

- **Employee Demographics:** Employee racial/ethnic demographic averages is reflective of student demographics.
 - **Annual Progress:** Met Annual Target

Year	Target	Result
2023-24	-11% or lower	-10.3%

2023-24 Activities

- **Human Resources**
 - Implemented recruiting and interviewing practices where 25% of applicants were of diverse backgrounds.

Use of Results and Follow-Up

- **Human Resources**
 - Continue to prioritize diversity in the recruitment and hiring processes, aiming to ensure that at least 25% of applicants and interviewees come from diverse backgrounds.
- **Employee Retention:** Employee retention from fall-to-fall.
 - **Annual Progress:** Met Mission Fulfillment Target

Year	Target	Result
2023-24	80%	87%

2023-24 Activities

- **Human Resources**
 - Provided staff with opportunities for professional development funds

- Organized staff development days
- Provided trainings in multimodalities
- Promoted wellness activities
- Provided vendor discounts
- Coordinated meetings for professional development groups – LEAD, Next Level Leaders
- Organized Opening Day Ceremony – years of service awards
- Presented employee awards for Admin Exempt Excellence Awards, Classified Excellence Award, Laura Whitfield Award, Faculty Excellence Award
- Provided 0% interest loan for new laptops through the Foundation
- Coordinated Take Your Child to Work Day

Use of Results and Follow-Up

- **Human Resources**
 - Consider implementing a mandatory employee orientation program.
 - Work with the President to create a more positive and supportive work environment.

- **Anti-Racist Professional Development: the**
 - **Annual Progress: Did Not Meet Annual Target**

Year	Target	Result
2023-24	50%	28%

2023-24 Activities

- **Office of Diversity, Equity, & Inclusion**
 - 33 employees graduated from the Building Understanding and Intercultural Leadership Development (BUILD) program.
 - Provided 47 antiracist trainings for Clark College faculty and staff. The list below indicates the antiracist trainings topics and the number of times each was offered

Antiracist Training Topic	#
Implementing EDM	8
Fundamentals of Equitable Decision Making:	12
Unpacking Whiteness	2
Safe Zone	2
Redefining Professionalism	2
Queer Intersectionality	2
Power, Privilege, and Inequity 101	3
Mitigating Stereotype Threat	2
Impact of Microaggressions	3
Financial Inequities	2
Disability Justice 101	4
Combating Antisemitism: Understanding and Taking Action	2
Beyond the Binary	3
Total	47

Use of Results and Follow-Up

- Office of Diversity, Equity, & Inclusion
 - Provide quarterly attendance updates to college leadership and conducting specific outreach to departments and employee groups with low compliance rate

- Develop a framework for the training program that will offer support to both employees and supervisors in selecting which trainings to attend, and guidance on how to incorporate content from trainings into their work
- Expand program offerings, with a focus this year on workshops at all levels of knowledge and expand EDM training to more specific audiences.
- **Professional Development Certification:** Employees who complete professional development training focused on excellence and innovation.
 - **Annual Progress: Did Not Meet Annual Target**

Year	Target	Result
2023-24	10%	7%

2023-24 Activities

- The professional development team met to discuss how to operationalize this KPI. For this year, the focus was on collecting data related to faculty development.
- **VCOE activities**
 - Participated in trainings on:
 - VA Mental Health Services training
 - Online career resources
 - Career assessment testing
 - Resume review tips for helping non-traditional students
 - NaBITA- trainings
 - Office Management Dangerous and Disruptive Behavior and Violence Risk Assessment of Written Word Certification
 - Veteran Service Organization Leadership Development
 - Military Spouse Leadership Development

Use of Results and Follow-Up

- **Human Resources**
 - Exploring ways to operationalize this KPI.
- **Shared Governance:** Employee Climate Survey ratings on shared governance, including open communication, transparency, and college decision-making.
 - **Annual Progress: Did Not Meet Annual Target**

Year	Target	Result
2023-24	3.5	2.3

2023-24 Activities

- **Planning & Effectiveness**
 - Researched peer institutions definitions of shared governance.

Use of Results and Follow-Up

- **Planning & Effectiveness**
 - Conduct focus groups during winter and spring quarters on what shared governance is at Clark College.
 - Review College's current statement on shared governance.

III. Community Partners Engagement

- **K-12 Matriculation:** Percent of students directly matriculating into the college within one year of HS Graduation.
 - **Annual Progress:** Met Annual Target

Year	Target	Result
2023-24	+2% of Baseline, 1,275	1,613

2023-24 Activities

- **Office of Instruction**
 - Sponsored
 - CTE Showcase
 - Guided Pathways Camps
 - Mechatronics Open House
- **Office of Diversity, Equity, & Inclusion**
 - Sponsored
 - Showing the Way
 - Black Student and Family Night
 - Noche de Familia 2024
- **Entry Services**
 - On campus recruitment events:
 - Bussed in local high school students for the following events:
 - Discovering College Confidence: An Open House for BIPOC high school Students
 - Career and Technical Education Showcase: An event for high school students to learn about our CTE programs and get hands on demonstrations.
 - Visited local high schools over 100 times. These visits were offered in a variety of ways, including:
 - Tabling
 - Meeting with students in the career center (drop in)
 - Pre-schedule 1:1 meetings with students
 - Admissions presentations to classrooms
 - Regular office hours at some schools
 - Application workshops
 - Met with High School Counselor Meetings (Fall & Spring) - this gives us an opportunity to provide updates to the high school counselors about Clark, which they then relay to the students they work with.
 - Held Running Start Information Nights (5 sessions)
 - Conducted Group Tours (over 50)
 - High Schools and Middle Schools bring a group of students to campus for a campus tour.
 - These sessions also include an admissions presentation, and a presentation from a specific academic program, or student support service.

Use of Results and Follow-Up

- **Office of Instruction and Student Affairs**
 - Develop a comprehensive "Penguin Path" that is an institutional approach to guiding and supporting students through their academic journey.
 - Conduct focus groups with students to gather feedback on their experiences with the admissions process.
- **Adult Engagement:** Number of non-traditional age students enrolled at the college (Age 25 or Older).
 - **Annual Progress:** Did Not Meet Annual Target

Year	Target	Result
2023-24	+5% of Baseline, 5,425 (all); 1,287, HUSOC ³	4,478 (all); 986, HUSOC

2023-24 Activities

- **Instruction**
 - CTE Showcase
 - Guided Pathways Camps
 - Mechatronics Open House
- **Office of Diversity, Equity, & Inclusion**
 - Showing the Way
 - Black Student and Family Night
 - Noche de Familia 2024
- **VCOE activities**
 - Participated in trainings on
 - VA Mental Health Services training
 - Online career resources
 - Career assessment testing
 - Resume review tips for helping non-traditional students
 - Participated in educational recruitment fairs for non-traditional students
 - VA Mental Health Services training
 - Recorded a spotlight segment on Clark's VCOE and how we are helping students be successful in college and transitioning out of the military.

Use of Results and Follow-Up

- **Office of Instruction & Student Affairs**
 - As part of our Title III grant, we're developing a comprehensive "Penguin Path" that is an institutional approach to guiding and supporting students through their academic journey.
 - A key focus is on improving our outreach efforts. We've conducted focus groups with students to gather feedback on their experiences with the admissions process. This valuable input will help us refine our outreach strategies and better serve prospective students.
- **Career-Connected Learning through Employer Engagement:** Number of employers engaged in program review, curriculum vetting, advisory committees, classroom visits, internships/externships, customized training, philanthropic, etc.
 - **Annual Progress:** *Under development*

Year	Target	Result
2023-24		

2023-24 Activities

- **Guided Pathways**
 - Reviewed all program maps to identify work-based learning courses. Approximately 67% of degree programs at Clark contain a work-based learning course.
 - Created a working glossary of terms and presented concepts in multiple campus stakeholder groups.
 - Developed one-year plan to begin implementation of Career-Connected learning.
 - Identified 27 active advisory committee, representing 227 industry representatives.

³ HUSOC – Historically Underserved Students of Color

- Adopted the Harvard Workforce “College-to-Jobs” framework as an inventory of potential career connected learning activities.
- Presented information about the National Association of Colleges and Employers Career Competencies to campus stakeholder groups.
- Launched Career Connect Events (Area of Study-specific mini career fair and connection events with Clark faculty and staff): Business and Entrepreneurship (March 2023-24) and Public Service, Society, and Education (May 2024)

Use of Results and Follow-Up

- **Office of Instruction and Student Affairs**
 - Hired a Career-Connected Curriculum Liaison to work with the Director of Guided Pathways to develop a system for tracking employer engagement.
 - Held Career Connect Events for each Area of Study, at least once per year, averaging two Career Connect Events per term, excluding Summer.
- **Program Alignment:** Percent of program pathways that are aligned with high-demand regional workforce needs.
 - **Annual Progress:** [Met Mission Fulfillment Target](#)

Year	Target	Result
2023-24	70%	86%

2023-24 Activities

- **Planning & Effectiveness**
 - Developed an additional dashboard to analyze program enrollment by race/ethnicity

Use of Results and Follow-Up

- Results will be monitored for the upcoming year.
- **Student Learning:** Student mastery of general education learning outcomes at completion of program.
 - **Annual Progress:** [Met Mission Fulfillment Target](#)

Year	Target	Result
2023-24	80%	89%

2023-24 Activities

- **Planning & Effectiveness**
 - Established an annual assessment process, developed resources, and trainings, created a detailed calendar, and developed an assessment communication plan.
 - Conducted a series of training sessions in 2023-24. Planning and Effectiveness continues to provide ongoing support and guidance.
 - Simplified the reporting template.
 - Met with faculty on their 2023-24 assessment report.
 - Met with faculty on curriculum mapping development.

Use of Results and Follow-Up

- **Planning & Effectiveness**
 - Implement Heliocampus by Fall 2025 for student learning outcomes assessment.

- Continue meeting with faculty and providing resources and training.
- Develop a workshop for Spring Outcomes Assessment Day.
- Develop a program for fall assessment day to showcase programmatic assessment.
- Develop workshop for spring outcomes assessment day.
- Develop a program for fall assessment day to showcase programmatic assessment.

IV. Institutional Effectiveness and Equity

- **Integrated Planning and Assessment:** Integrated planning and assessment conducted for all programs, services, and college-wide plans.
 - **Annual Progress:** In process

Year	Target	Result
2023-24		

2023-24 Activities

- Planning & Effectiveness
 - Established an annual assessment process, developed resources, and trainings, created a detailed calendar, and developed an assessment communication plan.
 - Conducted a series of training sessions in 2023-24. Planning and Effectiveness continues to provide ongoing support and guidance.
 - Simplified the reporting template.
 - Met with faculty on their 2023-24 assessment report.
 - Met with faculty on curriculum mapping development.

Use of Results and Follow-Up

- Planning & Effectiveness
 - Implement Heliocampus by Fall 2025 for student learning outcomes assessment.
 - Continue meeting with faculty and providing resources and training.
 - Develop workshop for spring outcomes assessment day.
 - Develop a program for fall assessment day to showcase programmatic assessment.
- **Compliance:** Institution is in compliance with defined regulatory requirements across the institution.
 - **Annual Progress:** *Met Mission Fulfillment Target*

Year	Target	Result
2023-24	100%	100%

2023-24 Activities

- Planning & Effectiveness
 - Continued to work with departments to ensure the list of required reports is complete.

Use of Results and Follow-Up

- Monitor results throughout the year to ensure continued compliance.
- **Long-Term Budget Planning:** Transparent and inclusive budget process implemented and conducted annually, integrated within 10-year budget planning.
 - **Annual Progress:** *Met Mission Fulfillment Target*

Year	Target	Result
2023-24	Yes	Yes

2023-24 Activities

- Budget Committee
 - Developed a rubric to evaluate each of the budget proposals.

Use of Results and Follow-Up

- Budget Committee
 - Formalize the budget committee as a committee.
 - Revise the budget development calendar to allow for proposals to be available to Budget Committee members prior to the proposal presentations. This will allow committee members more time to analyze the proposals and develop thoughtful questions to pose during the presentations.
 - Revise the calendar to ensure adequate time to collect feedback from the various constituencies that will be used in the Budget Committee deliberations.
 - Create an online submission form available for the college community to provide anonymous feedback that will be shared with the Budget Committee and EC prior to their deliberations.
 - Update the budget proposal form to include an evaluation of any risk associated with funding or not funding the request and evidence of need.

- **Efficiency:** Institutional policies, processes, and practices are clearly documented.
 - **Annual Progress: Did Not Meet Annual Target**

Year	Target	Result
2023-24	50%	13%

2023-24 Activities

- Administrative Policy and Procedure Committee
 - Updated Policy 200.000 and Procedure 200.001

Use of Results and Follow-Up

- Administrative Policy and Procedure Committee
 - Approve updates to Policy 200.000 and Procedure 200.001.
 - Develop a comprehensive resource package, including manuals, templates, and a framework to guide future policy development and updates.

Summary

For year 1, 53% of the KPIs met annual targets or the mission fulfillment targets. Since mission fulfillment was not met, EC leaders have developed robust plans for improvement for the majority of the KPIs. The Institutional Excellence Committee will oversee the implementation of these plans and assess their effectiveness with next year’s results.

In conclusion, this report showcases Clark College's commitment to building an equitable and inclusive environment as outlined in our strategic plan. We recognize that creating a truly equitable institution is an ongoing journey. By openly discussing our

progress and areas for improvement, and by working together as a community, we can continue to make strides towards a more just and equitable experience for all members of the Clark College community.