



DRAFT: Clark College 2015-2020 Strategic Plan¹

VISION:

Clark College inspires learners to excel, transforms lives, and strengthens our increasingly diverse community.

MISSION:

Clark College, in service to the community, guides individuals to achieve their educational and professional goals.

CORE THEMES:

- **Academic Excellence:** Facilitate student learning by providing the conditions for intellectual growth through scholarship, discovery, application, creativity, and critical thinking.
 - Implement and institutionalize practices that increase academic performance, retention, and completion.
 - Create and sustain an inclusive and dynamic curriculum and environment that reflect our diverse college community.
 - Integrate active learning strategies within and across courses, disciplines, and programs in a global context.
 - Create and advance accessible, integrated, and technology-enriched learning environments.
 - Engage faculty, administrators, and staff in professional development experiences that enhance student learning.
 - Apply outcomes assessment evidence to continually advance student learning.



¹ Last Change Dated December 18, 2014.

- **Social Equity:** Facilitate student learning by providing the conditions that improve educational outcomes and eliminate systemic disparities among all groups.
 - Create and sustain an accessible and inclusive environment by utilizing principles of universal design and social justice so that all students can achieve equitable outcomes.
 - Demonstrate improved intercultural competency among employees and students through comprehensive professional development and curricular transformation.
 - Institutionalize hiring and retention practices that challenge systems of power, privilege, and inequity.

- **Economic Vitality:** Facilitate student learning by providing programs, services, and conditions that improve the economic well-being of the students, college, and community.
 - Improve student affordability by expanding access to and information about financial resources, clarifying career and educational goals, providing pathways to success, improving college readiness, increasing financial literacy, and managing costs.
 - Align program offerings with regional workforce needs to include technical and work-readiness skills.
 - Align, expand, and enrich the relationships with regional industry leaders to increase internships, advisory council participation, financial support for students' education and programs, hiring pipelines, grant partnerships, mentorships, and apprenticeships.
 - Maximize the college's return on investment by responsibly allocating available resources.
 - Leverage resources to create and sustain future innovations.

- **Environmental Integrity:** Facilitate student learning by providing the conditions that continually improve the college's physical, virtual, and social environment.
 - Incorporate environmental sustainability priorities into all college systems.
 - Improve the college's physical and virtual environment to maximize access and appropriate use of space and technology.
 - Integrate principles of mutual respect, acceptance, clear communication, and inclusivity in all interactions.

VALUES:

- Social Justice - Institutional commitment to produce equitable outcomes and challenge systems of power, privilege, and inequity.
- Partnerships - Collaboration with individuals, organizations, and businesses to increase student success and improve the community.
- Innovation - Development and implementation of creative and agile strategies to enhance student learning and respond to market needs.
- Sustainability - Effective and efficient stewardship of all college resources.
- Continuous Improvement - Evaluation and enhancement of all college operations based on data-informed planning and resource allocation.
- Shared Governance - Clear communication, inclusive consultation, and respectful consideration of multiple perspectives guide decision-making throughout the college.

