



The Clark Journal

January 2007

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The President's Perspective

The Washington State Legislature is in session and support for education is high on the list of priorities. As *The Columbian* noted in a banner headline, Governor Chris Gregoire called for "21st century solutions for schools" in her State of the State address, reconfirming her commitment to what she calls "world class education" for Washington citizens.

The Governor's proposed budget supports higher education – and Clark College – in a number of ways. It includes dollars to support additional general FTEs as well as FTEs targeted for adult basic education. It also includes funding for construction of Clark College at the Columbia Tech Center and the pre-design work on our proposed health and advanced technology building. That facility, which would be located at the corner of Fort Vancouver Way and Fourth Plain Boulevard, plays a key role in the city of Vancouver's aspirations for the Fourth Plain corridor.

Southwest Washington is well represented in this legislative session. Sen. Craig Pridemore (D-49th) has been named vice chair of the Senate Ways & Means Committee. State Rep. Bill Fromhold, (D-49th), now in his fourth term in the legislature, has been named chair of the House Capital Budget Committee. State Rep. Deb Wallace (D-17th) has been elected chair of the House Higher Education Committee.

Under the leadership of Executive Dean of Planning and Advancement Candy Bennett, our legislative agenda is strong and we are committed to making our voices heard in Olympia in support of our students and staff, our community and Washington's community colleges.

Robert K. Knight, Interim President

Legislative Session Holds Promise for Clark College



As in years past, Clark College students will visit the state capitol during the 2007 legislative session. Last year, Karen Brown (far left) and Justin Taylor (second from right), of Clark's Office of Student Life & Multicultural Student Affairs accompanied students Mariah Acton (second from left), Nicole Porter (center) and Benjamin Hayford (far right) during their visit to the state capitol.

The 2007 legislative session, which began January 8, holds many opportunities for growth at Clark College. In this budget-setting session, Clark College will be actively involved in the legislative process to secure funding for expanded enrollments, improved student services, faculty salary increases and building and facilities projects.

As in the past, Clark College has aligned its legislative agenda with the operating budget request of the Washington State Board for Community and Technical Colleges (SBCTC). By advocating on behalf of the community and technical colleges collectively, SBCTC is able to leverage greater impact, and achieve greater results, than if each institution established and pursued its own legislative agenda.

The work of identifying and defining Clark College's specific legislative issues is spearheaded by Interim President Bob Knight, Trustee Kim Peery and Executive Dean of Planning and Advancement Candy Bennett. SBCTC's 2007-2009 operating budget request focuses on three areas: economic demand, student success and innovation. The following lists the SBCTC request and the potential impact of each on Clark College:

1. Economic Demand: Closing the Knowledge and Skills Gap

- ◆ SBCTC request: fund 7,000 new enrollments statewide; expand customized training; and improve funding for dual-credit programs.
- ◆ Impact on Clark College: potential for 40 additional high-demand enrollments for nursing and other health care fields; 442 new general enrollments in 2007-2009; and \$689,000 to create more literacy and English language skills classes.

2. Student Success: Supporting Student Achievement

- ◆ SBCTC request: expand adult basic skills, English as a second language (ESL) and general educational development (GED) funding; keep tuition stable for students; and keep students in college until they earn 45 credits and a credential.
- ◆ Impact on Clark College: additional funding to expand adult basic skills and GED preparation programs; and expanded essential advising and direct student services that improve student retention.

3. Innovation: Better Serving Businesses, Students, Faculty

- ◆ SBCTC request: create three new centers of excellence to promote business partnerships and efficient information sharing about industry practices and instructional methods; and adequate compensation for faculty.
- ◆ Impact on Clark College: funding of faculty salary increases and increments to recruit and retain high-quality faculty; and help close the salary gap with Oregon and other community colleges in the region.

4. Capital Budget

- ◆ SBCTC request: funding for major facilities projects; improvements for existing building systems; and matching fund projects.
- ◆ Impact on Clark College: \$250,000 in pre-design funding for a new \$33 million health and advanced technology building to house new technology and health-related programs to supplement medical radiography, dental hygiene and pharmacy technician. The new building will anchor the city of Vancouver's Fourth Plain redevelopment project and the gateway to Vancouver's international corridor.



Legislative Session Holds Promise for Clark College *(continued)*



Executive Director of Planning and Advancement Candy Bennett (left) and former Trustee Sue Fratt (center) listened to the Governor's Special Assistant for Boards & Commissions, Gayatri Eassey, during a 2006 visit to Olympia.

If early activity in Olympia is any indication, there may be many positive outcomes for education and for Clark College specifically this session. In her State of the State address, Washington Governor Christine Gregoire declared education her number one priority. She proposed expanding college and university enrollments, including high-demand fields of health care, construction and engineering, and proposed a tuition freeze at community and technical colleges across the state. Two items included in her proposed budget for Clark College are \$250,000 for predesign work on the health & advanced technology facility and \$27 million for major construction of Clark College at Columbia Tech Center.

The governor's operating budget proposal also includes highlights for community and technical colleges across the state, including more than \$50 million for 4,675 new funded enrollments and \$19.7 million to keep tuition flat in the 2007-2009 biennium (the explanatory budget note for this funding states, in part: "To make sure the system has the resources it needs to offer programs, retain faculty, and purchase equipment, the state is providing general fund support equivalent to what

the colleges would collect from a three percent annual tuition increase"). In addition, cost of living adjustments (COLAs) and funding for part-time faculty salary improvement are also part of the budget proposed by Governor Gregoire.

Clark College's legislative delegation also carries strong support for education in Southwest Washington. During the Legislative Outlook breakfast hosted by the Greater Vancouver Chamber of Commerce, Rep. Richard Curtis (R-18th), Rep. Ed Orcutt (R-18th), Rep. Deb Wallace (D-17th) and Rep. Bill Fromhold (D-49th) all commented on education as a priority for the region; during the Q&A session, Rep. Curtis specifically noted that community colleges need to be adequately supported and funded because, "historically they've been the ones most adaptable to meeting the needs that serve local businesses."

In addition, three of the 12 legislators representing Southwest Washington have been appointed to leadership positions of importance to education: Sen. Craig Pridemore (D-49th) is vice chair of the Senate Ways and Means Committee. The Ways & Means Committee is responsible for developing the Senate's input to the state budget process and for negotiating with the Governor's Office and the House of Representatives to finalize the budget. Rep. Fromhold, now in his fourth term in the legislature, has been named chair of the House Capital Budget Committee. The House Capital Budget Committee considers the state capital budget, which approves money for the construction and repair of public buildings, including public college and university buildings. Rep. Fromhold is also a member of the appropriations subcommittee of the House Education Committee. Rep. Deb Wallace has been elected chair of the House Higher Education Committee. The Higher Education Committee considers issues relating to the state's public and independent colleges and universities, public community and technical colleges, and private career schools. Issues include governance and coordination of higher education, financial aid, tuition, distance learning, and the licensing of private colleges and career schools.



Legislative Session Holds Promise for Clark College (continued)



Rep. Bill Fromhold (D-49th, right) looks on as Clark College Vice President of Instruction Rassoul Dastmozd addresses the media during last fall's Washington Learns press conference.

Education is also receiving attention from the business community in Clark County. One of three shared business priorities put forth by the Greater Vancouver Chamber of Commerce, Identity Clark County and the Columbia River Economic Development Council for the 2007 legislative session is higher education. This priority on higher education is based on the belief of the organizations that, "...increased accessibility to higher education is crucial to developing a skilled workforce and attracting new business investment."

Prior to the beginning of the session, Interim President Bob Knight and Executive Director of Planning and Advancement Candy Bennett met individually with six of Clark College's representing legislators to discuss the college's legislative agenda and key issues facing the community college system. During this year's long (105-day) session, representatives from Clark College, including students and administrators, will visit members of our legislative delegation in Olympia; legislative activity impacting higher education and Clark College is monitored regularly through contacts within the SBCTC offices and the legislators' offices.

Southwest Washington's 2007 Legislative Delegation

15th District: Sen. Jim Honeyford (R-Sunnyside); Rep. Bruce Chandler (R-Granger); Rep. Dan Newhouse (R-Sunnyside)

17th District: Sen. Don Benton (R-Vancouver); Rep. Jim Dunn (R-Vancouver); Rep. Deb Wallace (D-Vancouver)

18th District: Sen. Joe Zarelli (R-Ridgefield); Rep. Richard Curtis (R-La Center); Rep. Ed Orcutt (R-Kalama)

49th District: Sen. Craig Pridemore (D-Vancouver); Rep. Bill Fromhold (D-Vancouver); Rep. Jim Moeller (D-Vancouver)

Clark College Keeps Eye on Nation's Capitol

While much of the legislative activity pertaining to Clark College occurs on the state level, the actions and decisions of national lawmakers also impact higher education here in Southwest Washington. Federal-level legislation is also carefully monitored by the college and relationships with our representatives in Washington, D.C., are maintained to advocate for both the institution and its students. Clark College representatives, including Interim President Bob Knight, Trustees Kim Peery and Addison Jacobs, Vice President of Instruction Rassoul Dastmozd and Executive Director of Planning and Advancement Candy Bennett, will travel to Washington in February in conjunction with the Association of Community College Trustees (ACCT) and the American Association of Community Colleges (AACC) national legislative summit. In addition to meetings with members of Congress, Clark representatives will help craft and deliver the community college response to the administration's proposed fiscal year 2008 budget, attend face-to-face meetings on key policy issues and attend sessions on developing advocacy skills at the local, state and national levels.



Strategic Plan 101

In the November issue of *The Clark Journal*, the respective cabinet areas of the college reported on their accomplishments in support of the strategic plan. Trustee Addison Jacobs outlined in her letter how the strategic plan "...provides the path for us as an institution." In this issue we take a step back to the basics of the Clark College strategic plan in our version of Strategic Plan 101.

To say something is "strategic" implies it is planned, coordinated, or intentional toward a goal or end result. Our vision statement reads, in part, that Clark College will be "...recognized for our commitment to student success and excellence in teaching [and] empowering learners."

In October 2003, a group of 27 individuals from across Clark College, as well as local legislative, business, community and government partners, began the nine-month process of developing a five-year strategic plan for the college. Completing the plan was a top priority for both the Board of Trustees and then-president R. Wayne Branch in an effort to help the college direct its energy and resources in guiding growth. The resulting plan positions Clark College as a leader in educational and training programs of the highest standards, and as a committed community partner that contributes to the economic, intellectual and cultural vitality of the region.

The strategic plan accomplishes three goals for Clark College: 1. it defines and communicates the vision, values and priorities of the college; 2. it provides the basis for assessing institutional effectiveness; and 3. it provides a foundation for budget development that aligns college resources with college priorities. The elements of the plan are the vision, mission and beliefs statements and the mission imperatives; out of these come each year's operational plan.

Our Mission: Clark College's Reason for Being

Everyone from Steven Covey (author of *The Seven Habits of Highly Effective People*) to Dilbert (of comic strip fame) has his or her own take on the importance of mission statements. Businesses have long used mission statements to guide their actions and activities. In recent years there has been much talk about writing your own personal mission statement – a statement of who you are and what you want to be – in order to take control and leadership of your own life. Colleges and universities, too, rely on mission statements to define their approach to and role in educating their students, listing them in recruiting materials, on Web sites, and in academic catalogs.

For those developing the strategic plan back in 2003 it was a time to reaffirm the Clark College mission statement:

"Clark College provides opportunities for individuals from diverse backgrounds to pursue their educational goals. The college offers accessible, comprehensive education; provides services to support student success; and fosters community partnerships that enhance student learning. The college focuses on professional/technical training, academic transfer, pre-college and basic skills, personal development, and cultural enrichment."

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Strategic Plan 101 *(continued)*

Our Vision: The Future of Clark College

If the mission statement describes the current role of Clark College, then the vision statement describes what Clark College will be in the future.

Imagine you are planning a vacation. Do you see yourself relaxing on a warm, sandy beach or bundled up for another run down the slopes? Without a vision – without a view for the future – how will you plan your vacation? How will you know what steps you need to take, what arrangements need to be made, what clothes to pack, without a vision of how you'll spend your time?

The same is true for Clark College. Without a vision of where we want to be as an institution, how will we know what to pack? The vision statement established during the creation of the strategic plan gives both a strong view of and set of expectations for the college:

“Clark College, a respected leader in southwest Washington, will be nationally recognized for our commitment to student success and excellence in teaching, empowering learners to enrich the social, cultural, and economic vitality of our region and the global community.”

Unlike the vacation, which comes and goes, the vision of Clark College remains in the future. It gives us a point on the horizon, a kind of guiding light, to keep us moving forward. The elements of the vision – being a respected leader, committed to student success and excellence in teaching, empowering learners – are not items to be completed; rather, they are attributes to constantly strive for and maintain.

Our Beliefs: Guiding the Actions of Clark College

The mission statement of Clark College describes our role in educating students. The vision statement looks to the future of Clark College. In working toward that vision, however, there are principles that guide our actions. “What some institutions refer to as values, we elected to call our beliefs,” said Tim Cook, behavioral sciences division chair and strategic planning task force member. “These were a set of core principles that were to be used to guide campus decision making. They were also intended as clear statements of the type of organization that we believed Clark College should become.” The following beliefs have been established as fundamental to our mission:

- ◆ We believe in a focus on learning as the foundation for decision making.
- ◆ We believe in support for the efforts of faculty, staff and students in achieving high standards.
- ◆ We believe in the importance of a campus environment that fosters open communication and shared decision making at all levels.
- ◆ We are committed to broad-based partnerships that support student learning, shared community resources and increased educational opportunities.
- ◆ We believe in program improvement and result-oriented decision making that fosters innovation and creativity.
- ◆ We believe in accountability through goal setting and meaningful evaluation.

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Strategic Plan 101 *(continued)*

The statement of beliefs for Clark College guides our interactions with our students, our colleagues and the community we serve. It demonstrates to others our commitment to carry out our mission in ways that are learning-based, supportive, open and respectful, innovative and accountable.

Our Mission Imperatives: Guiding the Work of Clark College

The mission imperatives are the element of the strategic plan that provide the framework for planning and future decision making. The mission imperatives define the key areas that are essential to what we do (our mission) and what we strive to be (our vision) at Clark College. There are six mission imperatives that guide the college:

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 student success in achievement of their stated goals. Members of all employee groups will be provided with opportunities for professional development.

Access to Education

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

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.

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 the community.

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.

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.

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Strategic Plan 101 *(continued)*

Measuring how well each of the mission imperatives is being met is the purpose of the key performance indicators. The measurements may be internal or external, qualitative or quantitative. "The key performance indicators for each mission imperative give us an indication of how well we've done," said Candy Bennett, executive dean for planning and advancement. Examples of the key performance indicators used to measure the effectiveness of the college in achieving its mission imperatives include:

- Number and types of degrees and certificates earned by Clark students;
- Number and percentage of students who have completed requirements for, and who go on to, transfer to a four-year institution;
- Diversity of and enrollment in various educational delivery modes;
- Numbers of and expenditures on employee development opportunities;
- Percentage of target student populations who attend Clark College;
- Amount of average financial award;
- Retention rate of enrolled students;
- Demographic data on diversity of age, race/ethnicity, disability, income level;
- Measurements of perceptions of and satisfaction with college climate;
- Completion rates and employment rates for degree and certificate programs;
- Employer satisfaction with hires of Clark College students/graduates;
- Numbers and types of partnerships with K-12, college/post-secondary, and community organizations;
- Amount of and expenditures on technology equipment for instructional purposes; and
- Progress on linkage of goal setting and budget process.

A complete list of the key performance indicators used is available on the Clark College Intranet site at <http://intranet.clark.edu/pdf/reports/ALL%20Mission%20Imperatives.pdf>.

Our Operational Plan: Carrying Out the Mission Imperatives

Taking the mission imperatives to the level of day-to-day operations is the purpose of the annual operational plan. "If the strategic plan is about moving the college in a specific direction," said Sylvia Thornburg, interim dean of instructional operations and strategic planning task force member, "then the operational plan is designed to flesh out what that means in terms of specific steps that will allow us to make tangible progress towards those directions."

Across the college, yearly goals are developed that guide the actions and activities within each department and unit. These goals include timelines, person(s) responsible, cost and outcomes (the measurement of the goal's completion). When taken as a whole, these yearly goals represent the strategic initiatives of Clark College. Among the 2006-2007 strategic initiatives for Clark College are the following:

- Implementing information technology infrastructure in Joan Stout Hall.
- Developing and piloting an early alert program.
- Offering select corporate education courses for continuing education units.
- Redesigning and rebuilding Clark College Internet and Intranet sites.
- Developing a student retention plan.
- Conducting a diversity audit and developing a diversity plan.
- Defining the scope, policies and procedures for higher education partnerships.
- Informing the college community of issues affecting the institution to support the legislative agenda.
- Increasing awareness of career and earning potential in professional-technical fields.
- Creating a comprehensive approach to risk management.
- Facilitating and providing administrative support for 2008 accreditation.
- Marketing the desirability of the college and the region to attract and maintain a qualified workforce.

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Strategic Plan 101 *(continued)*

- Increasing enrollment of international students.
- Assessing the feasibility of offering the Clark College academic catalog in electronic form only.
- Increasing the number of donors and obtain consistency in giving by cultivation, asking, stewardship and recognition.

A complete list of this year's strategic initiatives is available on the Intranet (<http://intranet.clark.edu/pdf/reports/StrategicPlan2006.pdf>).

Our Strategic Priorities: Opportunities for Clark College

While the strategic plan provides a five-year structure for the operational goals of Clark College, there are some critical needs that may arise from internal or external forces that provide opportunities to realize the larger mission and vision of the college. The 2006-2008 strategic priorities are as follows:

Allied Health and Human Services

In partnership with local health care providers, the college will develop an organizational structure that supports expansion of allied health and human services programs that are responsive to the needs of the community.

College Climate

The college will continue to implement processes and actions that support a college climate and a spirit that values quality and supports collaborative decision making. We will develop and nurture communication processes that strengthen the cohesiveness and responsiveness of the college.

Center for Transportation Technologies

The college will continue to support the Advanced Center for Transportation Technologies' strategic planning efforts and the development of industry-specific training to support high demand occupations in the transportation industry sectors.

Facilities Master Plan

The college will update its facilities master plan to include a Foster Hall replacement as well as an opportunity to develop a lecture hall/theater that ensures compatibility with the City of Vancouver's Central Park master plan.

Corporate and Continuing Education Facilities

The college will develop plans and seek funding for corporate and continuing education facilities that allow the Workforce Development and Continuing Education unit to expand programs and improve college delivery of training and services to the community.

The strategic priorities identify for the college immediate or short-term needs that may not otherwise fit into the mission imperatives. "The strategic priorities allow room for the question, 'What do we need to do right now, regardless of the plan?'" said Bennett. "It allows the college some flexibility to address needs or issues that, while still related to the mission and vision of the college, may not have been identified – or for which the opportunity had not yet arisen – as the mission imperatives were developed."

The Path to Success: The Clark College Strategic Plan

"Our strategic plan helps us stay on track," wrote Interim President Robert Knight in the November 2006 issue of *The Clark Journal*. "...through successes, challenges and even changes in leadership." The strategic plan lays out the path for Clark College and identifies the priority areas by which our efforts – and success – are measured. It remains constant despite change happening all around us – from an economic upturn in the national economy to the expansion of higher education opportunities in the Portland-Vancouver area – even through a change in college leadership. Maintaining our focus on the mission and vision of Clark College will ensure that our efforts remain grounded in ensuring student success.

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Strategic Plan 101 *(continued)*

Putting Our Money Where Our Mouth Is: Aligning Operational Goals and Budget Development

During each of the past three years, Clark College has developed an annual operational plan to support the college's six mission imperatives and the strategic priorities of our strategic plan. The operational plan consists of a series of goals and related budget requests developed by each of the college units: Instruction, Student Affairs, Administrative Services, Planning and Advancement, Communications and Marketing, Human Resources, and Workforce Development and Continuing Education.

In his December 1 letter, Interim President Bob Knight described how the development process for the 2007-2008 operational plan will provide opportunities for input from each member of the college community. A new goal and budget development packet was created to allow each employee to evaluate the needs of his or her respective department, program or area and submit a goal and budget request that supports our mission imperatives, strategic priorities and, most of all, student success. Forms for recommending goals and

budget development requests were distributed as well; for additional forms, visit the Planning and Advancement section of the Clark College Intranet site.

The deadline for submitting new goal and budget development requests to supervisors, division chairs, or department/program heads is Monday, January 22, 2007.

Requests will be prioritized by each department or program, then by the unit deans or supervisors. The Vice Presidents and Executive Deans will then merge those requests into an overall prioritized list for their areas of the college. Those lists of prioritized goal and budget requests will be sent to the Executive Cabinet by March 1, 2007.

"This is the first time that we've reached out in this way to the college community during our planning and budgeting process," said Knight. "Each of us is in a unique position to look at the needs in our areas and think about ways in which we can better serve our students. We want this to truly be a college-wide process."

