



The Clark Journal

November 2006

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The President's Perspective

When Bill Clinton ran for president, his campaign team kept focus by famously reminding each other that "It's the economy." (Actually, that's not the full quote, but you know the rest.)

At Clark College, it's the students.

Our students are at the heart of everything we do. We need to reflect that in the way we operate and manage the college.

That's where our strategic plan comes in. It reminds us that we have established six mission imperatives that, we as a college feel, are essential to what we do. Focus on learning. Access to education. Respect for differences. Workforce development. Broad-based partnerships. Management excellence.

If we're doing things that don't support those six mission imperatives – doing things that don't support our students – we need to ask ourselves why we're doing them.

Our strategic plan helps us do just that. Our strategic plan helps us stay on track through successes, challenges and even changes in leadership.

Each year, we are striving to align our goals more closely with our strategic plan and mission imperatives. This year, we're taking steps to do a better job of having people at all levels of the college establish the goals for the college – goals to better support our students. Goals that everyone buys into because everyone had the opportunity for input. We're also taking steps to do a better job of letting our goals drive our budget process.

In this issue of *The Clark Journal*, we provide a snapshot of the year so far – the successes that we've had and the goals we're still working on.

One of my goals is to do a better job of explaining what the strategic plan is and why it matters to all of us – no matter what our role is in supporting student success.

Robert K. Knight, Interim President

The View from the Board of Trustees...

Alice: Can you tell me which path I should take?

Cheshire Cat: That depends a good deal on where you want to go!

Alice: I don't really know.

Cheshire Cat: Then, clearly, any path will do!

The point of that exchange from Alice in Wonderland is this: "If you don't know where you're going, then any road will take you there."

At Clark College, we care deeply about where we're going and, most importantly, whether we are providing pathways to success for our students.

The Clark College Strategic Plan provides the path for us as an institution. It outlines our vision, mission, core values, strategic priorities, strategic initiatives and performance measures. It provides the framework for our planning and decision-making. It is a map for the future.

At this point, some of you may be thinking: "That's nice, but how does this impact what I do?"

The ultimate success of a strategic plan comes when it has become part of how an institution does business – when it comes to life at all levels of an organization. We aren't there yet, but we are making progress.

We are entering the fourth academic year in which members of the Executive Cabinet are responsible for working with their respective units to establish operational goals to support our strategic plan. Each year we've done a better job of focusing those goals on the critical issues facing the college. For example, our goals have helped us expand distance learning, add online services to make it easier for students to get the help they need, establish our Teaching and Learning Center, establish a leadership academy to provide professional development opportunities for college employees, establish a service learning program, and establish new partnerships to provide new pathways to baccalaureate degrees for our students.

During the next few months, every department and unit in the college will be asked to help craft goals for next year. Just as important, we're more closely aligning the budget process with our strategic initiatives. Once the goals are established, they'll be used to help craft the budget. In other words, we're looking at our goals to determine where our dollars ought to go. By doing this we hope to make the strategic planning process more integrated into the everyday work of the college.

Ultimately, everything we do is for our students – from the moment we reach out to them to share information about our classes to helping them with registration and financial aid to proudly watching them receive their certificates or degrees. Achieving student success is a continuous journey. The strategic plan keeps us focused on the path. Unlike Alice, we know where we want to go and why. Our goals and objectives keep us moving forward – step by next step.

Addison Jacobs, Vice Chair



Administrative Services

Activity continues on several projects to better serve our students. Among those currently underway or scheduled to begin in the near term: "T" building construction, the Gaiser Hall renovation, the east county location for Clark College, classroom technology upgrades and the wireless college initiative.

Construction activity in the "T" building is ongoing in support of the relocation of Student Affairs, Workforce Development and Medical Radiography. This includes the infrastructure wiring and equipment installation in preparation for occupancy in December. Classes are scheduled to begin in the building in January, and any remaining work will be completed in early 2007. Student Affairs is scheduled to be the first department to move, followed by Medical Radiography and Workforce Development.

The anticipated Gaiser Hall renovation is slated to begin in mid-December. Work has continued on the

west Gaiser projects, with various offices relocating into remodeled facilities as they are completed. In addition, the construction work in support of the smart classroom technology upgrades will begin in December. Joan Stout Hall is scheduled to be completed at the beginning of winter quarter, and the 25 identified classrooms targeted for upgrade will be finished throughout the quarter.

Programming meetings, in consultation with various college departments including Instruction, Workforce Development, Student Affairs and Administrative Services, have been held to detail programming of space for an east county location for Clark College.

Planning also continues on the wireless college initiative, which is scheduled to be completed by the end of the 2006-2007 academic year. Computing Services staff members have been working with network design consultants throughout the fall to verify the design of the college network upgrades and design the wireless network infrastructure.



Clark



Associated Students of Clark College

The Associated Students of Clark College (ASCC) is a student organization developed for the purpose of serving students. The ASCC has a governing body - the ASCC Executive Council - and an activities programming board that holds events for students. The 2006-2007 ASCC officers are:

Executive Council:

Amanda Mayoral, *president*
Andrew Kartchner, *vice president*
Valerie Vest, *club coordinator*
Nicole Porter, *finance director*
Gabe Tomko, *public relations director*
Sarah Simpson, *activities director*
Lauren O'Lenic, *executive assistant*

Activities Programming Board:

LaQuinta White, *position 1*
Michelle Plotner, *position 2*
Patrick Mehigan, *position 3*
Justin Ward, *position 4*

Ted Broussard, *acting director of student life and multicultural student affairs*

This year's priorities and goals include the following:

- Serving and addressing the needs of students.
- Building stronger communication between students and the campus administration, foundation, faculty and staff.
- Increasing student involvement with the ASCC and the college.
- Strengthening relations with the community.
- Holding fun, effective and well-publicized events.
- Emphasis on the overall transparency of student funds.
- Initiating a friendly atmosphere on campus, including the ASCC office.
- Being available and visible to students.
- Serving as a liaison between students and administration.
- Holding student forums and surveys to better represent students.
- Promoting education.

The ASCC has established a positive attitude as a team and is already seeing an exceptional amount of student involvement within the first quarter. We have developed and scheduled all events, made committee appointments, initiated a friendly and professional atmosphere in the office for students, and begun to address student complaints. We are all proud and honored to serve the students of Clark College.





Communications and Marketing: Always Looking for “The Next Step”

A new Web site. A fresh design look for college materials. A high-level marketing plan and an internal communications plan for the college. Those are just some of the highlights to date for the Communications and Marketing team.

Webmaster Chris Concannon and Web assistant Tahnya Huneidi worked for nearly a year to bring phase one of the new Clark College Web site to life, which was unveiled October 1 in conjunction with the college’s 73rd anniversary. During phase two, additional pages will be migrated onto the new site; work has also begun on redesigning the college’s Intranet site.

Graphic Designers Wei Zhuang and James Zyon have continued to provide design leadership and service for the entire college community. Their wide-ranging work has included class schedules, program brochures, postcards, admission forms, flyers, advertisements (print and Web), programs and more.

Director of Marketing Brian Scott completed a high-level marketing plan for Clark College that focuses on area market and service district analysis, competition, market segments and marketing strategies/tactics. Brian has also worked closely with Student Affairs on the creation of an enrollment development plan for the college.

Communications Specialist Erica Schwenneker has overseen production of the winter 2007 issue of *Clark College Connections* (the class schedule) as well as editions of both *Clark 24/7* and *The Clark Journal*. In partnership with representatives from Instruction, Registration and Advising, planning is now underway for the new Clark College academic catalog.

Executive Assistant Marta Dragomir is taking the lead in planning several important upcoming events: the 2007 State of the College address, the 2007 Clark College-YWCA Women of Achievement Luncheon (set for March 6 at the Vancouver Hilton), and the next installment in the Clark College distinguished lecture series.

Last May’s internal communications audit of the college led to the creation of a draft internal communications plan for the college, which has been shared with Executive Cabinet, the Board of Trustees and the Clark community through forums on the main campus, at the Clark Center at WSUV, and at Town Plaza Center. Feedback from the open forums will be used to identify changes or additions; further discussions with Executive Cabinet and College Council will help establish the final recommendations and plans for implementation.

Discussion also continues about the creation of a new college logo. Wei Zhuang designed several possible logos and presented them to the college community for feedback; the next step will be to refine several of the design possibilities based on the college-wide discussion. Executive Director Barbara Kerr notes, “Beyond discussion about the various designs, the comments indicated that people would like to know more about college logos, how they’re used, and why a new logo design would benefit Clark College. We’ve taken all of the feedback to heart and are proceeding carefully and thoughtfully. We know how important this discussion is to the entire college community.”

In addition to ongoing coverage of the arts, athletics and events, Clark College’s presence in the media has included feature stories on the opening of the fall quarter, a visit by the publisher of the Merriam-Webster dictionary to mark the dictionary’s 200th anniversary, a profile of the college’s new corporate education team, a profile of physics professor Dick Shamrell, and, on the front page of *The Oregonian*, a profile of Vice President of Instruction Rassoul Dastmozd.

For their work in design, publications, photography, and media relations, Clark College communications specialists were honored by District VII of the National Council for Marketing and Public Relations (NCMPR) during its annual conference in October. In the district’s 2006 Medallion competition, Clark College won three gold medallions, three silver medallions, and two bronze medallions.



Equity and Diversity

Equity and Diversity continues to move toward the development of a college-wide diversity plan in 2007. Core to the success of this plan will be the involvement of the Clark community. The cultural pluralism committee, chaired by the director for equity and diversity, is working toward creating opportunity for the involvement of the college community.

The cultural pluralism committee held a session during fall orientation to deliver information and gather feedback and ideas from interested members of the college community regarding its work to date. Members of the committee outlined preliminary plans for an audit regarding diversity at Clark. The committee, utilizing internal people power and expertise in conjunction with the office of Planning and Advancement, has drafted a survey that will be tested during the fall quarter of 2006 and made available to the entire college community during the winter quarter of 2007. This survey, along with focus groups, the review of relevant policies and procedures, open forums, and interviews will provide an overall audit of the institution to inform the development of our diversity plan.

Detailed minutes tracking the evolving work and discussion of the cultural pluralism committee are available on the college Intranet under committee minutes.

In addition to the work of the cultural pluralism committee, Equity and Diversity has begun offering a series of informational sessions about the college's discrimination and harassment grievance procedure. Sessions have been made available to the college community through employee development as well as specifically delivered to teams, units and departments this quarter. Informational sessions will continue each quarter and can also be scheduled through equity and diversity.

Brochures outlining the discrimination and harassment grievance procedure were made available to the college community in June and remain available throughout the college and in human resources. English, Spanish and Russian language versions are available on the Clark College Web site at www.clark.edu/grievance.

Respect



Office of Instruction

Beginning with the newest acquisition in Distance Learning to the honoring of adjunct and part-time faculty, these are just some of the highlights for the Office of Instruction.

Distance Learning acquired the access to stream our telecourses and teleweb videos beginning in the fall quarter of 2006 at a \$14,000 savings, providing better access for our students who do not have cable television.

Adult Basic Education met its progress target with the state board and received an additional \$8223 in grant money for 2006-07.

A successful pre-bridge pilot for welding-ESL (English as a Second Language) ran this summer and a formal I-BEST (Integrated Basic Education Skills Training) program is targeted for implementation in the spring of 2007.

Clark College partnered with WaferTech to develop and implement an on-site electronic class (for credit) that began during the fall quarter of 2006.

The Medical Assistant program successfully underwent a seven-year reaccreditation by the Commission on Accreditation of Allied Health Education Programs.

Mitzi Schrag, English faculty member and a Clark College alumna, successfully defended her dissertation at the University of Washington.

Twelve new tenure-track faculty have been hired.

In response to student requests, Cannell Library is now open at 7:30 a.m., a half hour earlier than last year.

The 15 students from the first Medical Radiography cohort successfully completed their first clinical rotations. The cohort received commendation from the medical imaging employees at the clinical sites.

Clark College staff representing Pharmacy Technology, HEOC (Health Occupations) and Corporate Education are working with Kaiser Permanente to develop a pharmacy technician certification exam review course to prepare for the 2007 Oregon requirement for national certification of all pharmacy technicians.

The Family and Child Studies program has received a second year of funding for our CCAMPIS (Child Care Access Means Parents In School) grant from the United States Department of Education.

Health and Physical Education, Family and Child Studies, Early Childhood Education and Planning and Advancement have collaborated with a coalition of early childhood education agencies to submit a grant to the Kaiser Permanente Community Foundation for development of a physical activity and nutrition plan for early childhood education centers in southwest Washington.

Professor of Music Don Appert has been honored with the ASCAPLUS Award, presented by the American Society of Composers, Authors and Publishers.

The Teaching and Learning Center held an open house to honor the adjunct and part-time faculty in conjunction with the proclamation from Washington Governor Christine Gregoire naming October 30, 2006, as Adjunct and Part-time Faculty Recognition Day.

Educate
educate



Planning and Advancement

Planning and Advancement has collaborated with the Outcomes Assessment staff to develop a database and related forms for documentation of the assessment of student learning outcomes. Reports generated from the database include assessment statistics, quarterly initiation report and assessment project results. The database currently includes more than 100 new faculty assessment projects and twelve completed projects with reported results.

The college held a kickoff for our 2008 accreditation during fall orientation with a lively presentation by Dr. Ron Baker, executive vice president of the Northwest Commission on Colleges. Co-chairs Tim Cook and Charlene Montierth, members of the accreditation steering committee and Executive Cabinet members attended a follow-up presentation by Dr. Baker on October 9 to become more familiar with the self-study process. Full committees drawn from faculty, staff, administrators and students are now in place for each of the nine standards; members are now familiarizing themselves with their respective standards, determining what additional data is needed and gathering related documentation.

Clark College continues its focus on expanding external funding through grants development. Director Kitty Brokaw conducted a “Grants 101” workshop early this fall to provide an overview of grant processes and procedures to college faculty and staff. A priority in the grants development area is to identify and submit grants that support diverse populations. Two grants have recently been submitted to support this goal. The first, submitted in partnership with 17

additional community agencies, to the Northwest Health Foundation—Kaiser Permanente Community Fund, requests \$274,000 to fund a pilot project to identify and address environmental factors surrounding lack of physical activity and poor nutrition in low-income, early childhood populations. Clark College partnered with WSU Vancouver/WSU Extension Center for Youth Workforce Preparation in requesting \$216,403 for a coalition-building grant to increase the number of low-income students in southwest Washington that successfully complete their two-year and four-year degrees in science, technology, engineering, and mathematics (STEM) disciplines.

The final report of findings from the Noel-Levitz Student Satisfaction Inventory, administered during the spring quarter of 2006 more than 2,100 Clark College students, has been shared with the Board of Trustees and college community. The inventory, a standardized national survey, measures student satisfaction with a broad range of college experiences. When compared with the 2004 report (our baseline year), the 2006 results showed that the college has made considerable progress in the last two years, with the greatest improvement coming in the area of adequate student parking. Other areas of improvement include well-lit and secure parking lots, ability to register for classes with few conflicts, timeliness of announcement of financial aid awards, and helpfulness of orientation for new students. Three areas stand out as consistently positive in the eyes of Clark College students: a well-maintained campus, a welcoming environment for new students, and knowledgeable faculty.



Planning and Advancement *(continued)*

According to survey findings, we still face challenges in helping our students be successful, and plans are underway to gather more specific information about student concerns in the following areas: academic advising and the knowledge base about program and transfer requirements, clarity about program requirements, and timely feedback to students about their progress in classes.

As part of a college-wide effort to expand communications with area K-12 school districts, Planning and Advancement has compiled data for all superintendents in our service district summarizing COMPASS placement test scores for their graduates who are new to Clark College in 2006. The data reports placement levels for reading, English and math, and provides feedback for high school teachers and administrators about the college-readiness of their graduates. In addition, a report was compiled and shared with area school districts documenting the college enrollment patterns of high school graduates in the class of 2004.

An initial draft of legislative issues for the 2007-09 biennium has been developed, to be finalized at the December 4 work session of the Board of Trustees. A new page has been added to the college Intranet site to make legislative materials more accessible to the entire college community. Individual meetings are being held with members of our state legislative delegation to discuss issues impacting Clark College in the upcoming session. College faculty, staff, board members and students will attend the December 15 Legislative Outlook breakfast. Clark College once again hosted a well-attended election night on November 7 when candidates and college and community members gathered to watch the posting of returns by the Clark County Board of Elections.

The operational plan for the third year of our strategic plan was finalized and shared with the college community in September; units are in the process of implementing the initiatives outlined for the 2006-07 academic year. Members of Executive Cabinet are finalizing plans for development of the 2007-08 operational plan that includes a timeline and a more inclusive process for goal and budget development.



Evaluate



Student Affairs

Partnerships with Public Schools

For the first time and in collaboration with principals in our service district, partnership agreements for 2006-2007 academic year have been signed with the following area public schools:

- Columbia River High School
- Fort Vancouver High School
- Hudson's Bay High School
- Skyview High School
- Vancouver School of Arts and Academy
- Camas High School
- Evergreen High School
- Heritage High School
- Hockinson High School
- Washougal High School
- Stevenson High School
- Lewis and Clark High School
- Jason Lee Middle School
- Discovery Middle School

Student Affairs hosted a principals' appreciation luncheon on November 13 to acknowledge the partnerships in education with our local service area. Sixteen principals participated.

Enrollment Management Plan

This year Clark College has embarked in an enrollment management plan process. A task force was created to author a comprehensive three-year plan that will include recruitment, marketing and retention plans. The 2006-2007 marketing plan has been completed as well as the 2006-2007 operational recruitment plan. Efforts are underway to complete the 2007-2008 retention plan.

Retention Efforts

For the 2006-2007 academic year, Clark College received a \$70,000 grant from College Spark Washington, to help increase persistence and degree completion efforts of Clark College students. To this end, a new student seminar was developed for first year students. Human Development (HDEV) 102 – New Student Seminar is a one-credit course designed to assist students in their transition to Clark College. Students learn about campus resources, college/institution expectations, goal setting and develop a long-range academic plan. "What I really liked about the class was that it made you think more about your future and how to prepare for it," said one student. "It also made me reflect on myself as a student." Six sections recently finished the class during the fall quarter; HDEV 102 will continue to be offered each quarter. "I felt that this class was a great way to start the college experience. It really helped me to map out my next couple of years so I knew I wouldn't just be wasting my time," said another student.





Student Affairs

A task force also convened to develop an academic probation workshop to be piloted during the winter quarter of 2007. Students who are placed on academic probation from fall quarter grades will receive a letter encouraging them to enroll in the new student seminar for probation students – a hybrid of the new student seminar designed to assist students in understanding current probation/suspension/reinstatement policies and in reaching their academic goals.

Student Affairs staff received \$12,000 in grant funding from the Washington Education Foundation to redesign how we support the achiever scholars to graduate and transfer from Clark College.

Cultural Activities

More than 80 students, staff and community members attended the program “Celebrating Hispanic Heritage” on September 25. This event was co-sponsored by Multicultural Student Affairs and the Latino Outreach Committee and featured an educational lecture, food and music to raise awareness of the Hispanic culture. Professor Veronica Barrera from the Women’s

Studies Department at the University of Washington presented a lecture titled, “Latinidad: Heritage, History, and Hope.” Twenty-five students who attended this activity have joined the Latino Club as an outcome of this event.

The College is Possible program is in full swing partnering with K-12 schools working with underrepresented students and their families. In collaboration with community groups, we have sponsored programs and activities such as the Latino Family Night at Sarah J. Anderson Elementary School and hosted a Pow Wow with the Evergreen School District Title VII Program.

Rosalba Pitkin, Program Coordinator for ESL and Latino Outreach, was appointed by the governor to to serve on the Commission on Hispanic Affairs for the state of Washington.

The Office of International Programs celebrated the annual International Education Week from November 14-20, with activities including lectures, displays, and a multicultural dinner.





Workforce Development & Continuing Education

Workforce Development and Continuing Education have started the 2006-2007 year with great enthusiasm. Now fully staffed, the department is positioned for significant progress in achieving our strategic goals and service to the community.

Over the summer, Corporate Education convened a campus task force to assist in identifying a new registration and course management system for the department. The taskforce included Phil Sheehan, Erin Morgan, Todd Oldham, Lisa Edwards, Ray Korpi, Karen Wynkoop and Susan Maxwell. Demonstrations from three primary vendors were conducted; based on feedback and further evaluation, the CampusCE system was selected. The new Web-based student registration and course management system will increase customer service, streamline staff workflow and increase the overall efficiency of registration, performance/financial reporting and marketing communications. The system will be fully implemented by spring 2007.

Workforce Education is partnering with the Clark County Skills Center to offer a new customized job skills training program, focused on the construction trades, for WorkFirst participants. Workforce staff has benefited from the generous support of Renton Technical College's Construction Center of Excellence to design and implement this new training program.

The Continuing Education program has undergone a program audit to identify strategies for increased efficiency and cost savings. The staff is now implementing all the recommendations. Look for new courses and combination classes in the winter 2007 Continuing Education schedule. A new Saturday cooking school will be offered to the community in partnership with the Culinary Arts program. A winter break series of youth camps will be offered the end of December including art and computer classes.



Innovate
Innovate



Clark College Foundation

The Clark College Foundation has undergone some structural changes, primarily with regard to our staff roles and responsibilities, in order to best serve in our capacity as the “fundraising arm of Clark College.”

The dialogue that has taken place, leading to these changes and since their implementation, has helped us to align our activities with our core mission of building and enhancing relationships with corporations, private foundations and individuals within the community at large in order to generate financial support for Clark College students, faculty/staff, programs and facilities.

Our staff structure focuses on development, advancement services, development communications and finances. The following organizational chart highlights the titles as well as those serving in those capacities.

