



# STRATEGIC PLAN

2023 -2026

## MISSION

To engage and empower diverse learners by providing high-quality educational programs and services that emphasize student and community success.

## VISION

Clark State College will lead higher education with a future-focused curriculum partnering with our communities, businesses and emerging industries while championing innovation and student success within a culture of care that provides intellectual, personal, and professional growth.

## GUIDING PRINCIPLES

We believe in the transformative power of education through:

### 1. Learning

We use best practices and resources to create a learning community that challenges, transforms, and empowers students and employees.

### 2. Diversity

We welcome and engage all individuals to create an equitable and inclusive culture.

### 3. Community

We value, trust, and support people with whom we work and serve.

### 4. Partnerships

We collaborate to address stakeholder needs and contribute to the economic and holistic well-being of society.

### 5. Innovation

We champion an environment that encourages creativity and embraces change.

### 6. Adaptability

We, as an educational institution, adapt to environmental challenges when they arise.

## STUDENT SUCCESS DEFINITION

Student success at Clark State College is defined as a holistic effort in which everyone shares in the responsibility of preparing, teaching, and supporting students of all backgrounds to realize their academic and career goals.

## GOALS

### Goal 1: Develop and strengthen quality, innovative academic programs.

1. Increase and facilitate faculty's access to and understanding of data regarding student progress and success in their courses to improve student outcomes.
2. Expand professional development opportunities for faculty to meet and exceed pedagogical requirements in flexible learning environments.

### Goal 2: Improve enrollment, student success, retention and completion.

1. Implement strategic-focused course scheduling by front-loading courses for students and support quick successes.
2. Redefine first year experience courses by reworking learning objectives that emphasize academic planning and student intent.

### Goal 3: Facilitate and support an equitable and inclusive culture of care, that recognizes, embraces, and reflects the diversity of the communities we serve.

1. Create a robust, culture-driven employee orientation and professional development to support successful onboarding and longevity of new faculty and staff.
2. Develop and expand employee and student mentorship programs and experiences.

### Goal 4: Cultivate effective and efficient communication strategies and collaboration throughout the college.

1. Develop and share communication strategies that facilitate information sharing and understanding of college-wide policies, procedures, and practices.
2. Increase awareness and use of accessible communication techniques to improve access by students, faculty, and staff.

### Goal 5: Promote and support collaboration with diverse communities, businesses, and industry partners.

1. Develop and implement strong metrics and supports to improve Scholar program enrollment, retention and success and to facilitate the expansion of the program to meet the region's workforce needs.
2. Expand partnerships with regional service providers to promote awareness and improve economic growth opportunity.

## STRATEGIC PLANNING GOALS AND CHALLENGES

- Demographics and Competition
- Diversity, Equity, Inclusion, and Belonging
- Data Fluency and Responsiveness
- Funding Model
- Private Fundraising
- Credential Landscape and Delivery of Higher Education
- Workforce Preparation
- Program Mix, Development, and Alignment
- Focus on Student Needs (Academic Preparation, Workforce Needs, Basic Needs, Mental Health)
- Infrastructure and Technology
- Legislative Fragmentation
- Expansion of Collaboration with Stakeholders