

“Leave the future to God . . . I do not worry about you as long as you are working unitedly.”

- Mary Frances Clarke, Foundress



VALUE. OPPORTUNITY. GROWTH.

CLARKE UNIVERSITY
STRATEGIC PLAN
2023-2026



GOAL 1

LIVE OUR MISSION AND VALUES



This first goal sets the tone for all that we do at Clarke: to live our mission and values as a Catholic Institution. While the core values of freedom, education, charity, and justice have long been a part of the Clarke experience, we aim to bring them to life in new ways to support our students and employees of today and tomorrow.

OBJECTIVES

- **Reinvigorate Clarke's mission, educational legacy, and Catholic and BVM heritage in its programs and services**
- **Establish durable organizational structures and leadership capacity to articulate and model our mission and core values**
- **Enhance a culture of inclusion, belonging, and wellness for all at Clarke**

GOAL 2

EMPOWER STUDENT SUCCESS



Clarke has a proud tradition of supporting students' minds, bodies, and spirits. Our student body is diverse, and as a generation is digitally native and more aware of their needs for social belonging and mental health support. To empower student success, we will embrace holistic initiatives that meet and respect students where they are with knowledge, skills, expectations, and aspirations.

OBJECTIVES

- **Increase and enrich student engagement in academics, co-curricular activities, and residential communities**
- **Engage students through holistic advising, academic support, and career preparation**
- **Adapt and modernize facilities and technology platforms to meet student needs**

GOAL 3

SUSTAIN INSTITUTIONAL VITALITY



To be vital as an institution we must be improving constantly, maintaining financial stability, and progressing with the times to prepare our students for the world they enter upon graduation. That means our academic and co-curricular programming as well as our facilities are modern and create value for students, employees, alumni, community members, and visitors. Ask anyone at Clarke and they will tell you it is the people that make our campus special. In that regard, our vitality is enhanced through deliberate initiatives that allow everyone to thrive.

OBJECTIVES

- Refine current and create new multi-disciplinary academic offerings that create value, opportunity, and growth for our students, faculty, staff, and alumni
- Increase and sustain student enrollment
- Recruit, retain, and invest in employees
- Engrain processes and feedback loops for continuous improvement
- Continue responsible and effective stewardship of resources including philanthropic support for scholarships, faculty and staff awards, professorships, chairs, and capital needs

GOAL 4

CULTIVATE A LASTING LEGACY



To speak about Clarke's future is to connect with its past. Mary Frances Clarke instructed the sisters to "incite" the students to think for themselves and by extension, become leaders. This legacy drives our future so that all those touched by Clarke carry forward a culture of leadership and compassion into their communities.

OBJECTIVES

- Impact the greater Dubuque community through engagement and leadership
- Foster increased alumni engagement and affinity with Clarke ("Clarke is for life")
- Empower the Clarke community – trustees, faculty, staff, students, and alumni – to be culture carriers of our values and heritage





Working Unitedly for the Future of Clarke: Forward, Together . . .

We at Clarke are delighted to share our grassroots strategic plan for academic years 2023-2026. As the interim president, I could not be prouder of the dedication, energy, and insight of our strategic planning committee comprised of 22 faculty, staff, and administrators working unitedly and informed by the core values of our institution and our founders, the Sisters of Charity of the Blessed Virgin Mary (BVM).

As a community united, we are embarking on a bold new chapter of Clarke's history. Our 2023-2026 Strategic Plan is built upon a foundation of four strategic goals:

Live Our Mission and Values – Our BVM, Catholic, and liberal arts traditions influence everything from our curriculum to our compassionate campus community where everyone belongs.

Empower Student Success – Caring for a student's mind, body, and spirit encompasses everything from their experience in the classroom to the relationships and spaces where they study, live, work, and play.

Sustain Institutional Vitality – Our students must be prepared for a future we can only imagine today. As an institution we must embrace and build resiliency in our students and employees, innovate new academic and co-curricular programming, and steward our financial resources to modernize our learning, living, and athletic facilities.

Cultivate a Lasting Legacy – Through our students, alumni, employees, and friends, we are called to carry forward the culture and core values of Clarke and our foundresses, the BVMs, in our communities throughout Iowa and around the world.

This plan is both ambitious and integrative and reflects the input from countless faculty, staff, and students. The goals are complementary and inseparable, with success in one feeding and accelerating success in the others. The plan also reflects recommendations of recent Clarke committees and consultant reports, giving us a head start to success. Most importantly, the plan is the work and commitment of those at Clarke who will lead and implement these bold initiatives beyond my term. The Board of Trustees has fully endorsed this plan and provided representatives to our strategic vision and strategic planning committees. When the next presidential search is launched, a key requirement will be the engagement of the next president to fully implement this plan.

I am honored and humbled to be part of Clarke's history and confident that it has a long and impactful future ahead.

A handwritten signature in cursive script that reads "Fletcher".

Fletcher Lamkin, Ph.D.
Interim President

