

Updated February 2012  
Board of Trustee Approval February 2012

# Strategic Plan 2013 - 2017

## **MISSION**

The College of Western Idaho is a public, open-access, and comprehensive community college committed to providing affordable access to quality teaching/learning opportunities to the residents of its service area in Western Idaho.

## **VISION**

The College of Western Idaho provides affordable, quality teaching and learning opportunities for all to excel at learning for life.

## **CORE THEMES**

Professional technical programs  
General education courses/programs  
Basic skills courses  
Community outreach

## **STATUTORY AUTHORITY**

This plan has been developed in accordance with Northwest Commission on Colleges and Universities (NWCCU) and Idaho State Board of Education standards. The statutory authority and the enumerated general powers and duties of the Board of Trustees of a junior (community) college district are established in Sections 33-2101, 33-2103 to 33-2115, Idaho Code.

## STRATEGIC GOALS AND OUTCOMES

### Goal #1: Structure Student Success

The College of Western Idaho will implement a variety of programs to foster students' success in reaching their educational and/or career goals.

#### Objectives

1. Develop an effective, mandatory course placement system including accurate assessments and course prerequisites.
2. Implement best practices in basic skills instruction and student services that are effective in moving students from basic skills into college-level courses.
3. Implement strategies that have proven to be effective in connecting to students with various learning styles, increasing retention within a course, and increasing student persistence to their educational goal.
4. Develop a Transfer Admissions Guarantee program with universities.
5. Develop a structured First Semester Program to achieve the student's goals
6. Develop partnerships with local employers for CWI students to have priority access to open positions.
7. Encourage student internships and/or service learning
8. Increase student engagement with the campus by supporting student government.

Goal 1 Performance Measures	Core Theme
75% of students demonstrate technical competency through a Technical Skills Assessment.	1
70% of Basic Skills Education students who are tested after 60-70 hours of instruction will complete an Educational Functioning Level (EFL).	3
Of students who have the goal to enter postsecondary or short-term training, 40% will complete this goal within one year.	3
All Professional-Technical Education programs participate in the program review process	1
75% of students who complete professional-technical programs are employed in a related field or have transferred to a 4-year college or university within one year.	1
80% of student responses to an exit survey report that they are satisfied that the professional technical education curriculum prepared them for a career or transfer to a 4-year college or university.	2
80% of student responses will report that their basic skills educational experience was satisfactory.	2
Continuous improvement model utilizing AIDDE (Analysis, Identify, Design, Document & Evaluation)	3
80% of College of Western Idaho degrees have articulated 2+2 agreements with an Idaho university for the four-year sequence	2
General education engages in program and discipline review as an assessment and strategic planning tool for the purpose of continuous improvement	2
80% of student responses to end-of-course evaluations report that they are satisfied that the general education curriculum prepared them for continuation in higher education.	2
60% of students who graduate with an AA or AS enter a 4-year college or university	2

within 1 year.	
70% of students who transfer to Idaho colleges or universities as juniors will earn a 2.0 GPA or higher for the first semester at the transfer institution	2

**Goal # 2: Develop Systems to Support Faculty and Staff**

The College of Western Idaho will prioritize support for faculty and staff as a way to optimize effective practice in pedagogy and service to students which thereby maximizes student success.

**Objectives**

1. Make excellence in instruction and customer service a college priority through resource allocation, evaluations, and needed support and training.
2. Develop a Center for Teaching Excellence. Include faculty learning opportunities beyond conferences, such as internships in local businesses, agencies, and non-profit organizations and tuition.
3. Create a program to recognize faculty and staff excellence.

Goal 2 Performance Measures	Core Theme
All faculty will meet or exceed the CWI hiring standards.	1,2,3,4
75% of CWI's faculty and staff indicate satisfaction by responding with agree or strongly agree on the annual faculty/staff satisfaction survey.	1,2,3,4
Provide CWI faculty and staff with professional development opportunities through the Center for Teaching and Learning, Human Resources Staff development opportunities, and customized training opportunities through Center for Workforce Development.	1,2,3,4

**Goal #3: Implement Practices for Fiscal Stability**

The College of Western Idaho will operate within its available resources by improving operating efficiencies and implement strategies to increase revenue.

**Objectives**

1. Determine how to fund growth out of existing resources.
2. Explore methods of increasing revenue to fund college operations and infrastructure needs for future expansion.
3. Develop decision-making processes that include consideration of the fiscal implications of all proposals

Goal 3 Performance Measures	Core Theme
College will conduct a quarterly and annual business review to maintain and document a balanced budget.	
Business Partnerships / Workforce Development Division will increase their profit 10% annually to contribute to the long term sustainability of the institution.	4

By 2013 achieve a minimum of 95% employee participation in the Foundation's internal campaign.	
Funding and/or meritorious evaluation for at least 5 relevant grant opportunities per year.	
Achieve \$1,000,000 yearly in external grant requests	

**Goal # 4: Connect the College to the Community**

The College of Western Idaho will implement a variety of programs to bring the college into the community in meaningful ways to include non-credit, short-term programs, technical certifications and continuing education credit units (CEUs) that prepare students for employment, help employees update their skills, and assist employers in developing a more skilled workforce through customized classes.

**Objectives**

1. Business partnership/workforce development programs provide professional development in response to local business & industry.
2. Business Partnerships/Workforce Development ensures the sustainability of its programs and services.
3. Participate in community cultural events.
4. Invite community leaders/members to be guest speakers in class and to serve as mentors.
5. Request that faculty and staff volunteer to serve as guest speakers for local organizations. Recruit speaking engagements for the CWI speakers' bureau.
6. Encourage CWI students to connect with local, state, and national communities of interest.

Goal 4 Performance Measures	Core Theme
BP/WD programs are accessible to the residents of its 10 county area.	4
CWI course offerings are flexible and responsive to the needs of local business & industry and the community as evidenced by a 10% increase in classes, programs, and workshops.	4
Industry representatives for each program verify that the program aligns with industry standards for adequate and up-to-date equipment and training.	1
Business Partnerships/Workforce Development increases its number of business partnerships 20% annually.	4
80% of student responses report that they are satisfied that their experience in BP/WD programs provided professional enrichment.	4
80% of employers respond to oral or written survey in a positive manner	4

**Performance Measures and Benchmarks**

The performance measures and benchmarks are representative of institutional performance outcome assessments required by the Idaho State Board of Education, standards of the Northwest Commission on Colleges and Universities, U.S. Department of Education Integrated

Postsecondary Education Data System, Carl Perkins Vocational and Technical Education Act, Idaho Division of Professional-Technical Education and literature on community college success indicators, best practices, historical data, trends observed, as well as assumptions and forecasts.

## Addendum

Idaho State Board of Education requested performance measures\*

- Remediation (number of first-time freshman who graduate from and Idaho High school in the previous year requiring remedial education)
- Retention (number of full-time and part-time freshmen returning for a second year or program completion if professional-technical program of less than one year)
- Dual Credit (total credits and # of students)
- Total certificates and degrees conferred (number of undergraduate certificate and degree completions per 100 (FTE) undergraduate students enrolled)
- Cost per credit hour to deliver education
- Certificate (of at least one year in expected length) and degree completions per \$100,000 of education and related spending by institutions (Education & Related spending is defined as the full cost of instruction and student services, plus the portion of institutional support and maintenance assigned to instruction)

\*The data has not been analyzed at this time and the benchmark will be set prior to reporting