



# **Strategic Plan 2015**

## **MISSION**

The College of Western Idaho provides affordable, quality teaching and learning for all regardless of time and distance

## **VISION**

Opportunities for all to excel at learning for life!

## **INSTITUTIONAL CORE VALUES**

### **At CWI, we commit to:**

- Acting with integrity
- Serving all in an atmosphere of caring
- Sustaining our quality of life for future generations
  - Respecting the dignity of opinions
  - Innovating for the 21<sup>st</sup> Century
  - Leaving a legacy of learning

### **Statutory Authority**

This plan has been developed in accordance with Northwest Commission on Colleges and Universities (NWCCU) and Idaho State Board of Education standards and has been approved by the College of Western Idaho Board of Trustees. 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.

*Adopted by the College of Western Idaho Board of Trustees on 02/23/09.*

## STRATEGIC GOALS AND OBJECTIVES

### Goal 1: CWI is known for its quality, 21<sup>st</sup> century teaching in all learning environments.

Objective 1.1: Competency-based curricula that align with secondary education and 4-yr institutions.

Objective 1.2: Consistent student learning outcomes across curricula for basic workplace skills.

Objective 1.3: Quality student assessment that facilitates successful student goal attainment.

Objective 1.4: Alternative modes of delivery including class times, locations, and the use of technology by collaborating with Idaho Distance Learning Academy, community, and education leaders to target existing space that mutually benefits students and CWI.

Objective 1.5: Consistency of services at all locations.

Objective 1.6: 21<sup>st</sup> century technologies to enhance teaching and learning.

*Performance Measure:* Student engagement and satisfaction rates

*Benchmark:*

- Active and collaborative learning - CCSSE survey results will demonstrate active and collaborative learning ratings at or above the national comparison group
- Student effort - CCSSE survey results will demonstrate student effort ratings at or above the national comparison group
- Academic challenge - CCSSE survey results will demonstrate academic challenge ratings at or above the national comparison group
- Student-faculty interaction - CCSSE survey results will demonstrate student-faculty interaction ratings at or above the national comparison group
- Support for learners - CCSSE survey results will demonstrate support for learners ratings at or above the national comparison group

*Performance Measure:* Licensure and certification pass rates

*Benchmark:* Maintain licensure and certification rates at or above state or national rates for all programs with applicable exams (and where the national/state rates are available)

*Performance Measure:* Alignment with postsecondary institutions

*Benchmark:* At least 90% of credits requested will transfer for students (with two-years of postsecondary education) when transferring from one of Idaho's regionally accredited postsecondary institutions to CWI.

*Performance Measure:* Employment status of professional-technical graduates

*Benchmark:* At least 90% of PTE graduates will be employed in their field of study one year after graduation

*Performance Measure:* Employer satisfaction with PTE graduates

*Benchmark:* Survey results will demonstrate an overall employer satisfaction with PTE graduates

*Performance Measure:* Average credit section size

*Benchmark:* Maintain the average credit section size comparable to that of our peer institutions

*Performance Measure:* Student/faculty ratio

*Benchmark:* Maintain the average student/faculty ratio at levels - full-time equivalent students to full-time equivalent instructional faculty – comparable to those of our peer institutions

*Performance Measure:* Learning outcomes

*Benchmark:* Every course and program will demonstrate effective use of outcomes assessment strategies to measure student learning outcomes and for continuous improvement

*Performance Measure:* Three-year graduation rates and number of credits at graduation for transfer students with an associate degree from an Idaho community college.

*Benchmark:* The percent graduating within three years will increase and will be comparable to peer institutions.

*Benchmark:* The proportion associate degree transfer students who go on to receive a bachelor's degree and who do not exceed 125% of the credits required for the degree will increase and will be comparable to peer institutions.

**Goal 2: CWI attracts and retains students through quality teaching, accessible and affordable programs and responsive approach.**

Objective 1: An aggressive communication campaign for CWI.

Objective 2: A comprehensive Strategic Enrollment Management Plan featuring a one-stop process for student recruitment and retention by fall of 2009.

Objective 3: Partnerships with secondary and post-secondary institutions to transition students seamlessly.

Objective 4: An advisor system that requires that all students have an advisor to support them from declaration of interest through graduation and transition to college or career.

Objective 5: Education and training programs and services for all under-served populations such as retirees/60+, traditional college age but not in college, non-traditional college, and those with language or cultural barriers.

Objective 6: Financial resources for federal financial aid, scholarships, grants and other sources.

Objective 7: Partnerships with businesses, industries and employers to recruit and retain students through goal attainment.

Objective 8: Transition services to next level of educational preparation for ABE students.

Objective 9: An early intervention process to ensure student goal attainment.

*Performance Measure:* Enrollment (headcount, credit hours, FTE) - academic, professional-technical, developmental, adult education, continuing education, workforce training, dual credit, TechPrep

*Benchmark:* Overall headcount will increase by 2% a year  
Overall FTE will increase by 1% a year

*Performance Measure:* Tuition and fees

*Benchmark:* Maintain tuition and fees at or below that of our peer institutions

*Performance Measure:* Scholarships disbursed

*Benchmark:* Scholarship dollars per student FTE will increase

*Performance Measure:* Retention/persistence rates

*Benchmark:* Maintain or increase retention/persistence rates

*Performance Measure:* Graduation rates

*Benchmark:* The proportion of students who enrolled in and subsequently completed a degree or certificate program will increase

*Performance Measure:* Student satisfaction with courses, programs and services

*Benchmark:* Results of course evaluations and graduation surveys will demonstrate an overall satisfaction with courses, programs and services

*Performance Measure:* Number and quality of events, publications, and presentations designed to strengthen institutional identity and positioning

*Benchmark:* Every year continue to increase the number and quality of events, publications, and presentations

*Performance Measure:* Number of graduates qualified to enter high-demand careers (as defined by the Dept of Labor.)

*Benchmark:* Number of qualified graduates increases year to year.

*Benchmark:* Number of qualified graduates is comparable to peer institutions and states.

**Goal 3: CWI establishes collaborative partnerships with industry and business to provide rapid response training.**

Objective 1: Systems to continuously assess trends, demographic shifts, economic environments and workforce needs.

Objective 2: Employer partnerships to increase the number of skilled employees in the areas of greatest unmet need.

Objective 3: Effective councils with business and industry to support CWI.

Objective 4: Community talent and resources to support and mentor students.

Objective 5: Student internships with business and industry.

Objective 6: Proactive processes to accommodate employer needs with speed and quality.

*Performance Measure:* Employer needs survey

*Benchmark:* Survey results will indicate employer satisfaction with range and scope of course offerings

*Performance Measure:* Participant survey

*Benchmark:* End-of-course/event Survey results will indicate participant and employer satisfaction

**Goal 4: CWI provides quality services to all learners to enhance community vitality, employability and personal achievement.**

Objective 1: Adult basic education, GED, ESL programs and tutoring services.

Objective 2: On-going processes to determine the scope of needs in the community for ABE.

Objective 3: Effective support services for students to ensure success including but not limited to assessment, tutoring, career counseling placement, special needs.

Objective 4: State of the art on-line learning and hybrid courses.

*Performance Measure:* Community needs survey

*Benchmark:* Survey results will indicate community satisfaction with range and scope of course offerings

*Performance Measure:* Participant survey

*Benchmark:* Survey results will indicate participant satisfaction with services offered

**Goal 5: CWI demonstrates operational excellence through highly competent personnel and effective processes in a collaborative and innovative work culture.**

Objective 1: Institutional (regional) accreditation requirements through the Northwest Commission on Colleges and Universities on or before 2015 and programmatic accreditation standards where appropriate.

Objective 2: Clear, inclusive and transparent governance and planning model for the college community.

Objective 3: Processes for proactive research and development of local needs and best practice innovations.

Objective 4: Internal processes for student and staff satisfaction feedback.

Objective 5: Effective methods of communication to inform and provide opportunities for feedback on CWI issues.

Objective 6: Systems for the recruitment, development and retention of high quality personnel.

Objective 7: Mandatory orientation for all employees to shape culture.

Objective 8: Work environments that values team work, collaboration and innovation.

*Performance Measure:* Employee compensation competitiveness

*Benchmark:* CSI employee salaries will be at the mean or above for comparable positions in the Mountain States Community College survey

*Performance Measure:* Development/training expenditures per FTE employee

*Benchmark:* Development/training expenditures per FTE employee will be maintained at or above current levels

*Performance Measure:* Faculty/staff satisfaction rates

*Benchmark:* Survey results will demonstrate an overall satisfaction with the job, campus environment, priorities/processes

*Performance Measure:* Student/staff ratio

*Benchmark:* Maintain the average student/staff ratio at levels – full-time equivalent students to full-time equivalent staff – comparable to that of our peer institutions

**Goal 6: CWI is a hub for enriching people’s lives regardless of time, distance and location.**

Objective 1: Flexible start times for all courses and training.

Objective 2: Online teaching and training opportunities.

Objective 3: Community needs for enrichment programs that fit within a community college culture are met.

*Performance Measure:* Student/participant satisfaction rates

*Benchmark:* End of course/event evaluation results will demonstrate an overall satisfaction with the alternative delivery method

**Goal 7: CWI keeps pace with future learning through state of the art environment and facilities.**

Objective 1: A facilities master plan.

Objective 2: Prioritized schedule for “bricks and mortar” facilities after determining that existing structures in the District and available, affordable technologies are not able to provide the projected need for services.

*Performance Measure:* Physical facilities appropriate for programs offered.

*Benchmark:* Facilities and equipment are available for students, faculty, and staff to achieve course, program, and unit outcomes

**Goal 8: CWI sustains sound fiscal practices with multiple revenue streams.**

Objective 1: A CWI Foundation.

Objective 2: A sound Objective for advancement.

Objective 3: Expertise in grant identification and application.

Objective 4: Ongoing and effective liaison with the Idaho Legislature and other governmental officials.

Objective 5: Data to confirm fiscal responsibility.

Objective 6: Additional sources of revenue.

*Performance Measure:* Instructional cost per credit hour and student FTE

*Benchmark:* Instructional costs per credit hour and student FTE will compare favorably to those of our peer institutions

*Performance Measure:* Total yearly dollar amount generated through external grants

*Benchmark:* Pursue and achieve funding and/or meritorious evaluation for at least 5 relevant grant opportunities per year  
Submit a minimum of \$1,000,000 yearly in external grant requests with a 10% success rate

*Performance Measure:* Funds raised through the CSI Foundation

*Benchmark:* By 2013 achieve a minimum of 50% employee participation in the Foundation's internal campaign  
By 2013 award Foundation scholarships to at least a third of all eligible CWI students

*Performance Measure:* State funding levels

*Benchmark:* Maintain general fund dollars per student FTE comparable to that of our peer institutions

## **External Factors**

Various external factors outside CWI's control could significantly impact the achievement of the specific goals and objectives outlined in the strategic plan:

### Economic Factors

- Decreased availability of disposable income
- Potentially decreased availability of public funding (county, state, federal) support
- Decreased availability of private contributions
- Decreased contracted services (training, event coordination)
- Increased costs (personnel, facilities, equipment, services)
- Competition from private institutions and agencies
- Unemployment and plant closings
- Changes in industrial sectors

### Political Factors

- Changes in national and state priorities
- Legal and regulatory constraints
- Infrastructure investment

### Technology Factors

- Adopting up-to-date technologies to increase efficiencies and effectiveness
- Maintaining currency of curricula to meet employers' needs

### Demographic Factors

- Population growth in west Ada and Canyon Counties
- Aging population in Ada County
- Demographic shifts of population (gender, race, age)

### Environmental factors

- Natural disasters
- Acts of terrorism/war
- Pandemic illness

CWI will make every effort to anticipate and manage change effectively, establish and implement effective risk management policies and practices, and minimize the negative impacts of factors beyond the institution's control.

## **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.