

Updated February 2016  
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# Strategic Plan 2017 – 2021

## 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

## CORE VALUES

- 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 21st 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. 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 PRIORITIES, OBJECTIVES, and MEASURES

### GOAL 1: Student Success

CWI values its students and is committed to supporting their success (in reaching their educational and/or career goals).

<b>Objective 1</b>	<b>CWI will improve student retention and persistence</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Improve Course Completion rates               <ul style="list-style-type: none"> <li>• <i>Benchmark: Course Completion rates will meet or exceed 80% by 2019<sup>1</sup></i></li> </ul> </li> <li>• Improve Semester-to-Semester Persistence rates               <ul style="list-style-type: none"> <li>• <i>Benchmark: Semester-to-Semester Persistence rates will meet or exceed 80% by 2019<sup>1</sup></i></li> </ul> </li> <li>• Improve Fall-to-Fall Retention Rates               <ul style="list-style-type: none"> <li>• <i>Benchmark: Fall-to-Fall Retention Rates will meet or exceed 55% by 2019<sup>1</sup></i></li> </ul> </li> <li>• Develop and report all Voluntary Framework of Accountability (VFA) Student Progress and Outcome Measures               <ul style="list-style-type: none"> <li>• <i>Benchmark: Report 100% of required VFA measures by 2019<sup>1</sup></i></li> </ul> </li> </ul>
<b>Objective 2</b>	<b>CWI will improve student degree and certificate completion</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Increase awarded AA, AS, and AAS degrees               <ul style="list-style-type: none"> <li>• <i>Benchmark: Grant 750 AA, AS, and AAS degrees annually by 2019<sup>2</sup></i></li> </ul> </li> <li>• Increase awarded technical certificates               <ul style="list-style-type: none"> <li>• <i>Benchmark: Grant 250 technical certificates annually by 2019<sup>2</sup></i></li> </ul> </li> <li>• Increase awarded certificates of completion through Workforce Development non-credit programs               <ul style="list-style-type: none"> <li>• <i>Benchmark: Grant 9,300 certificates of completion annually by 2019<sup>1</sup></i></li> </ul> </li> </ul>

<b>Objective 3</b>	<b>CWI will provide support services that improve student success</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Increase Applicant to Enrolled matriculation rate <ul style="list-style-type: none"> <li>• <i>Benchmark: Applicant to Enrolled matriculation rate will meet or exceed 40% by 2019<sup>1</sup></i></li> </ul> </li> <li>• Improve Persistence Rate (first to second semester of enrollment) for “1<sup>st</sup> time college attenders” <ul style="list-style-type: none"> <li>• <i>Benchmark: Persistence Rate will meet or exceed 77% by 2019<sup>2</sup></i></li> </ul> </li> <li>• Improve Completion Rate within 150% of program/major requirements <ul style="list-style-type: none"> <li>• <i>Benchmark: Completion Rate within 150% of program/major requirements will meet or exceed the Community College national average of 19.6% by 2019<sup>2</sup></i></li> </ul> </li> <li>• Decrease Average loan indebtedness and borrowing rates for CWI students <ul style="list-style-type: none"> <li>• <i>Benchmark: Average loan indebtedness and borrowing rates for CWI students will be below national averages (IPEDS) by 2019<sup>3</sup></i></li> </ul> </li> <li>• CWI will improve tutoring support services <ul style="list-style-type: none"> <li>• <i>Benchmark: CWI will provide tutoring support services that result in a penetration rate of 40% by 2019<sup>1</sup></i></li> </ul> </li> </ul>

<b>Objective 4</b>	<b>CWI will develop educational pathways and services to improve accessibility</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Develop pathways for students who complete college prep course work to earn a C or better in the corresponding gateway course <ul style="list-style-type: none"> <li>• <i>Benchmark: 60% of Students who complete college prep course work will earn a C or better in the corresponding gateway course by 2019<sup>1</sup></i></li> </ul> </li> <li>• Increase Dual Credits awarded to high school students <ul style="list-style-type: none"> <li>• <i>Benchmark: Dual Credits awarded will meet or exceed 17,000 credits by 2019<sup>2</sup></i></li> </ul> </li> <li>• Increase discrete annual enrollments in online courses <ul style="list-style-type: none"> <li>• <i>Benchmark: Discrete annual enrollments in online courses will meet or exceed 20,000 by 2019<sup>1</sup></i></li> </ul> </li> </ul>

## GOAL 2: Employee Success

CWI values its employees and is committed to a culture of individual, team, and institutional growth which is supported and celebrated.

<b>Objective 1</b>	<b>Employees will have the resources, information, and other support to be successful in their roles</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Improve IT Help Desk tickets resolution upon initial contact               <ul style="list-style-type: none"> <li>• <i>Benchmark: &gt;=65% of IT Help Desk tickets are resolved upon initial contact<sup>1</sup></i></li> </ul> </li> <li>• Implement and improve processes to increase employee satisfaction, measured via the annual Employee Survey, on the questions listed below:               <ul style="list-style-type: none"> <li>• CWI does a good job of meeting the needs of staff / faculty</li> <li>• I have the information I need to do my job well</li> <li>• It is easy for me to get information at CWI</li> <li>• I feel my supervisor supports me</li> <li>• I am empowered to resolve problems quickly                   <ul style="list-style-type: none"> <li>i. <i>Benchmark: &gt;= 80 % agree/strongly agree on listed annual Employee Survey questions<sup>1</sup></i></li> </ul> </li> </ul> </li> </ul>
<b>Objective 2</b>	<b>CWI will provide employees with professional development, training and learning opportunities</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Implement and improve processes to increase employee satisfaction, measured via the annual Employee Survey, on the questions listed below:               <ul style="list-style-type: none"> <li>• I have adequate opportunities for professional development and training to improve my skills</li> <li>• My supervisor helps me improve my job performance                   <ul style="list-style-type: none"> <li>i. <i>Benchmark: &gt;= 80 % agree/strongly agree on listed annual Employee Survey questions<sup>1</sup></i></li> </ul> </li> </ul> </li> </ul>
<b>Objective 3</b>	<b>Provide clear expectations for job performance and growth opportunities</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Implement and improve processes to increase employee satisfaction, measured via the annual Employee Survey, on the questions listed below:               <ul style="list-style-type: none"> <li>• My job description accurately reflects my job duties</li> <li>• My responsibilities are communicated clearly to me</li> <li>• My department or work unit has written, up-to-date objectives</li> <li>• I have adequate opportunities for advancement                   <ul style="list-style-type: none"> <li>i. <i>Benchmark: &gt;=80% agree/strongly agree on listed annual Employee Survey questions<sup>1</sup></i></li> </ul> </li> </ul> </li> </ul>

<b>Objective 4</b>	<b>Promote a culture to recognize employee excellence</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"><li>• Implement and improve processes to increase employee satisfaction, measured via the annual Employee Survey, on the questions listed below:<ul style="list-style-type: none"><li>• I feel appreciated for the work that I do</li><li>• The type of work I do on most days is personally rewarding<ul style="list-style-type: none"><li><i>i. Benchmark: &gt;= 80 % agree/strongly agree on listed annual Employee Survey questions<sup>1</sup></i></li></ul></li></ul></li></ul>

### GOAL 3: Fiscal Stability

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

<b>Objective 1</b>	<b>CWI will operate using an annual balanced budget, will actively manage expenditures, and create operational efficiencies</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Improve processes to actively identify unfavorable revenue &amp; expense trends             <ul style="list-style-type: none"> <li>• <i>Benchmark: Develop at least 2 measures each year to actively identify unfavorable revenue &amp; expense trends<sup>4</sup></i></li> </ul> </li> <li>• Improve efficiency in college business processes each year             <ul style="list-style-type: none"> <li>• <i>Benchmark: Conduct analyses of three college business processes each year to identify and correct inefficiencies<sup>5</sup></i></li> </ul> </li> <li>• Improve student utilization related to annual operating budget             <ul style="list-style-type: none"> <li>• <i>Benchmark: Incorporate student fees for strategic reserve into annual operating budget<sup>4</sup></i></li> </ul> </li> </ul>
<b>Objective 2</b>	<b>CWI will maintain the integrity of existing revenue streams and will actively seek out new forms of revenue consistent with the College's mission</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Comply with all requirements of funding agencies to ensure continued and increased revenue streams             <ul style="list-style-type: none"> <li>• <i>Benchmark: 100% compliance with funding agency requirements<sup>4</sup></i></li> </ul> </li> <li>• Advocate for additional state funding             <ul style="list-style-type: none"> <li>• <i>Benchmark: Achieve parity with other Idaho Community Colleges by 2019<sup>6</sup></i></li> </ul> </li> <li>• Apply for new grant funds each year that support the strategic mission of the college             <ul style="list-style-type: none"> <li>• <i>Benchmark: Increase grant revenue by 10% annually<sup>6</sup></i></li> </ul> </li> <li>• Reapply for all applicable ongoing grants each year             <ul style="list-style-type: none"> <li>• <i>Benchmark: 100% reapplication rate for applicable ongoing grants<sup>6</sup></i></li> </ul> </li> <li>• Increase amount of monetary awards through grants             <ul style="list-style-type: none"> <li>• <i>Benchmark: Increase monetary awards 10% each year<sup>6</sup></i></li> </ul> </li> <li>• Reduce the amount of unpaid tuition balances sent to collections             <ul style="list-style-type: none"> <li>• <i>Benchmark: Achieve a reduction of 5% each year<sup>4</sup></i></li> </ul> </li> <li>• Increase annual revenue growth in Workforce Development             <ul style="list-style-type: none"> <li>• <i>Benchmark: Increase revenue growth by 10% each year<sup>6</sup></i></li> </ul> </li> </ul>

<b>Objective 3</b>	<b>CWI will work to maintain and enhance its facilities &amp; technology and actively plan for future space and technology needs</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"><li>• Improve facility utilization rates<ul style="list-style-type: none"><li>• <i>Benchmark: Increase facility utilization rates to 75% by 2019<sup>1</sup></i></li></ul></li><li>• Improve completion of technology work-plan each year<ul style="list-style-type: none"><li>• <i>Benchmark: Achieve 75% completion of technology work-plan each year<sup>5</sup></i></li></ul></li></ul>

## GOAL 4: Community Connections

The College of Western Idaho will implement a variety of educational and developmental programs to bring the college into the community in meaningful ways.

<b>Objective 1</b>	<b>CWI creates and delivers educational programs and services to the community through short-term training programs which foster economic development</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Increase the number of people served through Workforce Development               <ul style="list-style-type: none"> <li>• <i>Benchmark: Increase people served through Workforce Development by 10% each year<sup>5</sup></i></li> </ul> </li> <li>• Improve Workforce Development satisfaction, as measured by the Workforce Development participant survey               <ul style="list-style-type: none"> <li>• <i>Benchmark: Workforce Development participant survey will meet or exceed 85% positive satisfaction<sup>5</sup></i></li> </ul> </li> </ul>
<b>Objective 2</b>	<b>CWI engages in educational, cultural, and organizational activities that enrich our community</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Increase the number of hours CWI facilities are used by non-CWI organizations               <ul style="list-style-type: none"> <li>• <i>Benchmark: Achieve increased utilization year over year<sup>1</sup></i></li> </ul> </li> <li>• Participate in events that support community enrichment               <ul style="list-style-type: none"> <li>• <i>Benchmark: Participate in at least 50 events each year<sup>1</sup></i></li> </ul> </li> <li>• Increase Basic Skills Education to the 8 non-district counties in southwest Idaho               <ul style="list-style-type: none"> <li>• <i>Benchmark: Increase BSE services provided year over year<sup>5</sup></i></li> </ul> </li> <li>• Increase CWI student-to-community engagement               <ul style="list-style-type: none"> <li>• <i>Benchmark: Student-to-community engagement will exceed 6000 hours annually<sup>1</sup></i></li> </ul> </li> </ul>
<b>Objective 3</b>	<b>Expand CWI's community connections within its service area</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Ensure Professional Technical Education programs and Apprenticeship programs in Workforce Development have Technical Advisory Committees with local business and industry members               <ul style="list-style-type: none"> <li>• <i>Benchmark: 100% of Career Technical Education programs and Apprenticeship programs have Technical Advisory Committees<sup>7</sup></i></li> </ul> </li> <li>• CWI will engage in outreach activities with public high schools               <ul style="list-style-type: none"> <li>• <i>Benchmark: Engage in outreach activities with 100% of public high schools in the service area<sup>1</sup></i></li> </ul> </li> <li>• Increase number of active business partnerships               <ul style="list-style-type: none"> <li>• <i>Benchmark: Increase active business partnerships by 25% by 2019<sup>1</sup></i></li> </ul> </li> </ul>

## GOAL 5: Institutional Sustainability

The College of Western Idaho (CWI) finds strength through its people and viability in its operations and infrastructure; therefore the institution will continually evaluate the colleges' health to ensure sustainability.

<b>Objective 1</b>	<b>CWI will promote the college's health and wellbeing</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Assess annual employee health and well-being through the Employee Survey questions listed below:             <ul style="list-style-type: none"> <li>• Overall, I am satisfied with my employment with CWI                 <ul style="list-style-type: none"> <li><i>i. Benchmark: &gt;= 80% agree/strongly agree by 2019<sup>1</sup></i></li> </ul> </li> <li>• There are effective lines of communication between departments                 <ul style="list-style-type: none"> <li><i>i. Benchmark: &gt;=75% agree/strongly agree by 2019<sup>1</sup></i></li> </ul> </li> </ul> </li> </ul>

<b>Objective 2</b>	<b>CWI will have effective and efficient infrastructure</b>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• CWI will improve infrastructure and operating efficiencies             <ul style="list-style-type: none"> <li>• <i>Benchmark: CWI will consolidate locations &amp; target development of 2 major campuses in Ada &amp; Canyon Counties by 2019<sup>1</sup></i></li> </ul> </li> <li>• Assess procedures efficiency through the annual Employee Survey question "CWI has clearly written and defined procedures"             <ul style="list-style-type: none"> <li>• <i>Benchmark: &gt;= 80 % agree/strongly agree by 2019<sup>1</sup></i></li> </ul> </li> <li>• CWI will reduce utility consumption (units consumed) on college owned properties             <ul style="list-style-type: none"> <li>• <i>Benchmark: Reduce utility consumption by 10% by 2019<sup>1</sup></i></li> </ul> </li> <li>• CWI will optimize its' Core Information &amp; Technology (IT) Network             <ul style="list-style-type: none"> <li>• <i>Benchmark: Achieve an annual target of 99.99% network availability<sup>1</sup></i></li> </ul> </li> </ul>

## EXTERNAL FACTORS

There are a number of key external factors that can have significant impact on our ability to fulfill our mission and institutional priorities in the years to come. Some of these include:

- Continued revenue. Over a quarter of CWI's revenue comes from State of Idaho provided funds (general fund, PTE, etc.) Achieving parity with the state's other community colleges is a stated objective within our strategic plan. Ongoing state funding is vital to the continued success of CWI.
- Enrollment. CWI is actively engaged in recruiting and retention efforts in all of its facets. With nearly 50% of revenue generated by active enrollments, it is critical that CWI reach out in meaningful ways to its service area to support ongoing learning opportunities for the community and maintain fiscal stability for the college.
- Economy. Recent years have shown that the state and national economy have significant impacts on the success of higher education.

- 1 Based on internally set standard to meet or increase quality.
2. Based on State Board of Education initiative and institutions projected "share" necessary to meet state goal.
3. Based on median performance of peer institutions
4. Based on available resources and projected institutional need
5. Based on available resources
6. Based on projected institutional need
7. Based on performance necessary to meet state program standards

**For Additional Information Regarding The  
College Of Western Idaho  
2017-2021 Strategic Plan**

**Contact:**

**Doug DePriest**

**Director, Institutional Effectiveness**

**208.562.3505**

**[dougdepriest@cwidaho.cc](mailto:dougdepriest@cwidaho.cc)**