

Updated March 2011

Strategic Plan 2012 - 2016

Forward

Strategic Plan 2011-2015 has been reviewed and it is recommended that the Strategic Plan 2011-2015 submitted to the Idaho State Board of Education last year and approved by the Board of Trustees, remain in effect for 2012-2016 without revisions.

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 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 these goals:
 - a. Orient students to college and to college-level work including study skills
 - b. Identify each student's purpose for attending college
 - i. Require at least two meetings with a faculty advisor or counselor.
 - ii. Once a student completes 30 units, follow up with each student to affirm educational goals.
 - iii. Provide support at the first sign of academic distress
6. Develop partnerships with local employers for CWI students to have priority access to open positions.
7. Encourage student internships and/or service learning
 - a. Ask business leaders serving on advisory committee to provide opportunities for paid or unpaid student interns
 - b. Partner with local service agencies and non-profit organizations to provide opportunities for student interns or service learning projects.
 - c. Solicit slots for student interns in federal programs, such as those organized by the U.S. Department of the Interior.
8. Increase student engagement with the campus by supporting student government.

Performance Measures:

- Professional technical program completers are employed in a related field or have transferred to a 4-year college or university.
Benchmark: Achieve an 80% placement rate in each program.
- General education (transfer) student success
Benchmark: Students who transfer to colleges or universities as juniors will earn a 2.0 GPA or higher in their first semester at the transfer institution.
- General education courses/program completers enter a 4-year college or university within 5 years.

Benchmark: 40% of CWI's students will transfer to a 4-year college or university within 5 years.

- Basic Skills student success

Benchmarks:

- Basic skills students successfully complete an Adult Basic Education course
 - Students who successfully complete a basic skills course also successfully complete the next course in the sequence or a college-level course in the same discipline.
- Community Outreach student success

Benchmark: 70% of community outreach students will indicate satisfaction/completion of their goals for professional development as well as their employers' expectations using a end of course satisfaction survey.
 - Student/participant satisfaction rates

Benchmark: End of course/event evaluation results will average 2.5, (using a 4.0 Likert scale satisfaction survey) to demonstrate overall satisfaction with the alternative delivery method.
 - Faculty qualification

Benchmark: All faculty will meet or exceed the CWI hiring standards.

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.

Performance Measures

- Faculty and staff satisfaction

Benchmark: 75% of CWI's faculty and staff indicate satisfaction by responding with agree or strongly agree on the annual faculty/staff satisfaction survey.
- Faculty and staff professional development

Benchmark: 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.

Goal #3: Implement Practices for Fiscal Stability

The College of Western Idaho will operate within its available resources by institutionalizing a number of practices, such as improving operating efficiencies and implement strategies to increase revenue.

Objectives

1. Determine how to fund growth out of existing allocations,
 - a. Increase productivity by achieving cost-efficient class size comparable to other community colleges.
2. Explore methods of increasing revenue to fund college operations and the build out of the college through many options such as:
 - a. Secure additional state funding;
 - b. Expand the college's tax base;
 - c. Solicit additional funds from private sources, such as foundations; and
 - d. Create a CWI Foundation to launch a capital campaign.
3. Develop decision-making processes that include consideration of the fiscal implications of all proposals

Performance Measures:

- 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.
- Total yearly dollar amount generated through external grants
Benchmarks:
 - Funding and/or meritorious evaluation for at least 5 relevant grant opportunities per year.
 - Achieve \$1,000,000 yearly in external grant requests.
- Funds raised through the CWI Foundation
Benchmarks:
 - By 2013 achieve a minimum of 95% employee participation in the Foundation's internal campaign.
 - By 2013 award Foundation scholarships to at least a third of all eligible CWI students.
- State funding levels
Benchmark: General fund dollars per student FTE comparable to that of our peer institutions

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.

Objectives

1. Support and strengthen a Community Education component.
2. Host events such as exhibits of the work of local artists and the National Poetry Competition as a way to encourage CWI student participation in such national competitions and to give the college national attention.
3. Invite community leaders/members to be guest speakers in class and to serve as mentors.
4. Request that faculty and staff volunteer to serve as guest speakers for local organizations. Recruit speaking engagements for the CWI speakers' bureau.

Performance Measures:

- Participant survey of Community Education classes
Benchmark: Survey results will average 2.5 on a 4.0 point scale to indicate participant satisfaction with services offered.
- Increase Community Awareness of CWI
Benchmark: Utilize a number of opportunities to actively engage the community through: staff participating in civic organizations, hosting community events and presentations on campus, partnering with local schools to deliver both credit and non-credit courses and provide customized workforce training through Center for Workforce Development.

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.