



Board of Trustees Monthly Meeting

Call to Order

PLEDGE OF ALLEGIANCE



MISSION

College of Western Idaho is committed to empowering students to succeed by providing affordable and accessible education to advance the local and global workforce.

Introduction of Visitors

Public Comment

Individuals wishing to submit input to the Board may do so by submitting a comment in writing to the address included in the meeting Notice. The Board Chair will share properly submitted comments during the “Public Comment” portion of the agenda. Individuals are not invited to speak openly in a public meeting in order to effectuate a timely and efficient meeting. The failure to submit a public comment by the deadline included in the Notice may result in non-disclosure of the public comment. The Board Chair retains discretion to refrain from sharing any public comment that is unduly disruptive to the meeting. The Board shall not respond to the public comment and may only address the subject matter of the comment if it is included in a properly noticed agenda.

CONSENT AGENDA

SUMMARY/DISCUSSION

- Minutes from the previous Board meeting are included for Board consideration.
- Treasurer's Report. Idaho Code (57-135) requires that the Board shall receive this report monthly with governing board materials. This report shows the College's current cash position.
- Capital Projects Budget to Actuals and percent completion to date.



BOARD OF TRUSTEES REGULAR MEETING

**July 9, 2026
MINUTES**

Board of Trustees
Jim Reames, Chair
Nicole Bradshaw, Vice Chair
Molly Lentz, Sec/Treas
Cherie Buckner-Webb
David Bishop

CWI MISSION

The College of Western Idaho is committed to empowering students to succeed by providing affordable and accessible education to advance the local and global workforce

**CWI Nampa Campus Administrative Building
Room 200B President's Conference Room
3:00PM**

ATTENDANCE:

Jim Reames, Chair
Nicole Bradshaw, Vice Chair
Molly Lentz, Secretary/Treasurer
David Bishop, Trustee
Cherie Buckner-Webb, Trustee

I. CALL TO ORDER

Chair Reames called the meeting to order. The Pledge of Allegiance was recited. Secretary/Treasurer Lentz recited the CWI mission statement. No visitor introductions were made, and no public comments were received.

II. CONSENT AGENDA

- A. June 2026 Minutes
- B. Treasurer's Report
- C. Capital Projects Budget to Actuals Report

MS (Bradshaw / Bishop): To approve the consent agenda as presented. The motion carried.

III. ADVANCEMENT UPDATE

Vice President Arstein reported the successful completion of the Powering the Treasure Valley Campaign, exceeding their goal by raising approximately \$32 million in less than three years. The campaign generated support for capital projects, scholarships, endowments, planned gifts, and workforce development initiatives, with a donor celebration planned during CWI Week in October.

Campaign results included nearly 1,200 gifts and significant growth in fundraising capacity compared to previous years. While corporate and organizational donors provided the majority of campaign funding, Advancement leadership identified increasing individual giving and donor engagement as a key priority moving forward.

Looking ahead, the Advancement division aims to increase average annual fundraising to \$15 million, increase donor participation to 1,000 donors annually, and improve donor retention, which currently exceeds the higher education average. Efforts will focus on



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strengthening donor relationships, enhancing fundraising infrastructure, and implementing a new CRM system to improve donor stewardship and reporting.

Advancement is also beginning to evaluate goals for the next fiscal year, including athletics, workforce development programs, and other institutional initiatives. Additional upcoming efforts include Foundation Board development, faculty and staff fundraising training, CWI Week activities, alumni engagement programs, and enhancements to donor outreach and recognition.

Secretary / Treasurer Lentz - Question: How are you working with finance and the budget team to make sure we do not run into an issue where a bill is due before the full amount of a gift comes in?

Vice President Arstein - Answer: It is best practice that planned gifts should not be counted on to fund specific projects or programs before they are received.

Chair Reames - Question: What is the goal for the Athletics fund?

Vice President Arstein - Answer: CWI's growth is creating opportunities to reach new audiences, build new partnerships, and generate interest in the college. While these efforts can support new student pathways, the goal is not the numbers—it's the impact we make in our community.

Athletic Director - Sheikh - Answer: With a twofold approach we are actively building relationships and fundraising to establish a new athletic program. While we are still deciding how ambitious the program should be, we believe that the community's support will drive that decision. The average endowment will require between \$4–5 million and we are confident they may secure one or two such gifts over the next 18 months—the main challenge now is turning those prospects into actual donations.

Chair Reames - Question: What lessons have you learned from past experiences that will help us develop this infrastructure, and what we need to be wary of.

Vice President Arstein - Answer: Fundraising success depends on taking a long-term view: being patient, leveraging the foundation already built, adapting outreach strategies, and prioritizing enduring donor relationships and partnerships over immediate financial contributions. This relationship-centered approach will generate greater and more sustainable philanthropic support than traditional transactional fundraising methods.

Chair Reames - Question: How has the Foundations success been impacted by the work that has been accomplished by Marketing and Leadership?

Foundations Board President Pena - Answer: These factors have enabled the organization to accomplish significant results, and I have personal pride in being part of the foundation and the broader CWI team.



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IV. ACADEMIC UPDATE

Provost Aberle-Cannata presented that summer enrollment increased by 3.5%, while fall enrollment is tracking 11% growth, and is projected to finish between 6-7%. The college is expanding several workforce programs, including Surgical Technology, Nursing, Dental Hygiene, and Welding, with support from grants, community partnerships, and state funding. A new Enrollment and Student Success Center opened on June 29, providing students with a more centralized and cohesive campus experience beginning this fall.

An update was also provided on the college's Open Educational Resources (OER) initiative, which aims to reduce textbook costs through low-cost and no-cost course materials. Supported by state funding, the program has expanded from a single degree pathway to multiple degree options, and an established transfer partnership with BSU.

From Fall 2022 through Spring 2026, students saved approximately \$1.47 million in textbook expenses. It was also noted that the CWI-BSU partnership has been recognized as a national model for its sustainable approach to affordable education and successful collaboration between a community college and a four-year institution.

Chair Reames - Question: Why do you think that is the case?

Provost Aberle-Cannata - Answer: CWI strategically used grant funding to create a sustainable Open Educational Resources program that achieved faculty buy-in, expanded beyond the institution, and produced measurable improvements in student success rather than becoming a short-lived initiative that ended when the money ran out.

Vice Chair Bradshaw - Question: Can you explain more about how it will sustain itself and which programs will be utilizing this method.

Provost Aberle-Cannata - Answer: I will get you a full list of programs at a later date. For the self-sustaining aspect, we used college funds to create an assistant dean position to help with this, and also implemented an internal faculty training program with coupled mentors, which allows the program to grow with little cost.

Vice Chair Bradshaw - Question: What are some of the other programs that are experiencing a backlog?

Provost Aberle-Cannata - Answer: We have several including our healthcare programs and some of our IET programs. CWI's strategy is to find creative ways to meet workforce and student needs despite funding challenges. When state funding was reduced, the college pursued grants, strengthened industry partnerships, and looked for new opportunities to continue growing key programs.



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V. CHAIR'S REPORT

Chair Reames concluded by emphasizing personal accountability, noting that individuals are often their own greatest obstacle and that progress depends on the choices they make each day. He commended the team for the remarkable growth and positive transformation the school has experienced over the past three years, recognizing contributions across programs, athletics, marketing, finance, and other areas. He then expressed appreciation for the team's dedication and leadership, encouraged everyone to continue moving forward with purpose and determination, and closed by thanking the group and wishing them a great weekend.

VI. ADJOURNMENT

The meeting adjourned at 3:45pm.

Molly Lentz

Board Secretary



Board of Trustees

Treasurer's Report

August 13, 2026

Ken Kline

TREASURER'S MONTHLY REPORT

Institution	Balance June 30, 2026*
U.S. Bank Checking Account	10,950,406
U.S. Bank/PFM Institutional Investment Account (Market)	43,237,684
U.S Bank Construction Fund – 2025 COP	17,170,937
U.S. Bank 2018 COP Debt Service Account	71,404
U.S. Bank 2022 COP Debt Service Account	3,348
U.S. Bank 2025 COP Debt Service Account	-
OVG Held CWI Funds	1,000,000
Local Government Investment Pool	36,555,479
Total	\$108,989,258

57-135. TREASURER'S MONTHLY REPORT. If not otherwise required by statute to report information about the financial affairs of a political subdivision, it shall be the duty of the treasurer to file a report in writing with the governing board no later than the last business day of each month, showing exactly how much cash is in the treasury and in what financial institutions such funds may be deposited or invested as of the last day of the preceding month. Such reports shall be included with materials related to the next governing board meeting agenda at which it may be examined by the governing board. If the governing board shall find that the treasurer has willfully made any false statement therein, he may be suspended or removed from office in accordance with applicable provisions of law.

History: [57-135, added 1921, ch. 256, sec. 31, p. 557; I.C.A., sec. 55-134; am. 2017, ch. 129, sec. 3, p. 304.]

CASH BALANCES

		Balance June 30, 2026
Cash Available		\$108,989,258
Less:	COP Proceeds Dedicated for Capital Projects / Debt Payments	17,170,937
	Debt Service Accounts	74,752
	Grant and Restricted Cash	1,041,822
	OVG Held CWI Funds	1,000,000
“Discretionary” Cash Available		89,701,747,
Less:	Capital Projects BOT Approved Allocation	18,226,148
	FY25 Sustainability Reserve	29,280,000
Balance (Working Capital and Reserves)*		\$42,195,599
Working capital and reserves = 5 months of operating expenses (target = 6 months \$48M +/- 5%).**		

- *Balance includes funds that have restricted uses such as CTE state funding and course fees.

DESIGNATED RESERVE FUNDS

Account	Balance June 30, 2026
COP Proceeds Dedicated for Capital Projects / Debt Payments	17,170,937
Debt Service Accounts	74,752
Grants and Restricted Cash	1,041,822
OVG Held CWI Funds	1,000,000
Capital Projects BOT Allocation	18,226,148
Sustainability Reserve	29,280,000
Total	\$66,793,659

These reserves are Board or contractually designated and largely restricted in use.

COP Proceeds: Remaining balance for COP issuance.

Debt Service Accounts: Restricted cash accounts set aside solely to ensure timely payment of principal and interest on your COPs.

Grants and Restricted Cash: Restricted based on the source.

Capital Projects BOT Allocation – Balance of Board approved \$30M less expenditures incurred.

Sustainability Reserve – Contingency in the event of revenue shortfall or state budget reduction.

FIC – Maintain adequate cash flow to support FIC operations.



Board of Trustees

Finance Report

August 13, 2026

Ken Kline

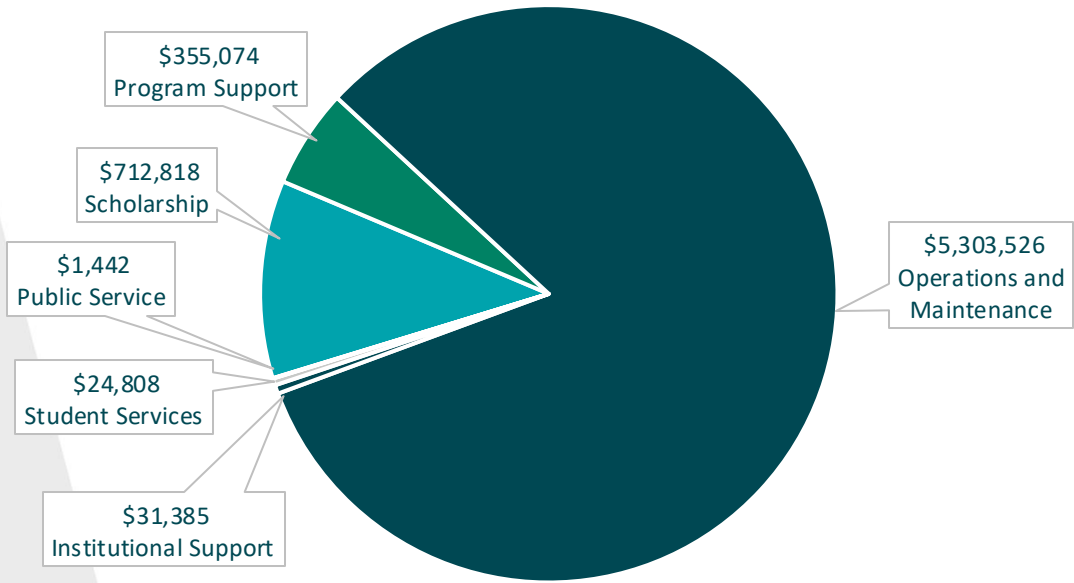
FY26 CWI FOUNDATION & GRANT FUNDING

AS OF 6/30/26

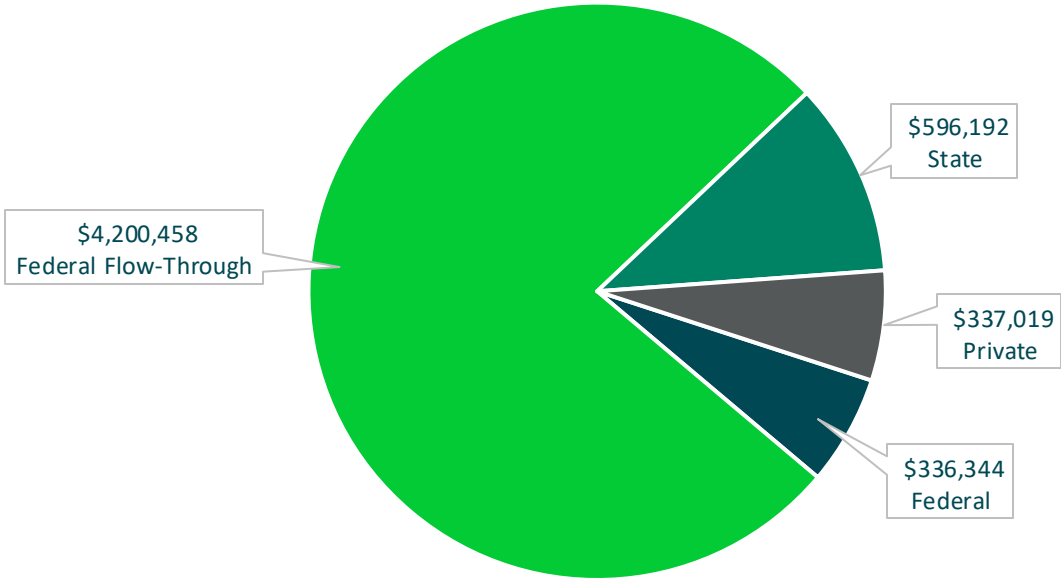
CWI Foundation Funding: \$6,429,053

Grant Funding: \$5,470,013

Funding Area



By Funding Source



CWI Foundation financial distributions to CWI for FY26.

Total Grant Awards FY26: \$6,602,584



FY26 BUDGET TO ACTUALS

FY26 Source of Funds	FY26 Budget	FY2026 YTD Actuals as of 6/30/2026	FY26 YTD % of Budget
State Appropriation, General Fund (incl. Liquor Fund)	22,887,500	22,012,709	96.18%
State Appropriation, CTE	13,323,489	12,849,595	96.44%
County Property Taxes*	13,077,225	8,323,652	63.65%
Tuition & Fees	26,026,511	24,695,782	94.89%
Dual Credit Revenue	6,405,000	6,379,229	99.60%
Special Course Fees	2,533,000	3,108,488	122.72%
Self-Supporting (Workforce Development)	5,327,550	5,335,846	100.16%
Other Revenue (misc. fees, commissions, sales, etc.)	<u>3,349,725</u>	<u>5,098,523</u>	<u>152.21%</u>
<u>TOTAL REVENUE</u>	<u>\$92,930,000</u>	<u>\$87,803,824</u>	<u>94.48%</u>
FY2026 Funding from Reserves	1,070,000	0	0.00%
TOTAL SOURCES OF FUNDS	\$94,000,000	\$87,803,824	93.41%

FY25 Original Budget	FY2025 YTD Actuals as of 6/30/2025	FY25 YTD % of Budget
21,452,200	21,515,345	100.29%
11,111,545	11,113,614	100.02%
11,910,000	11,818,904	99.24%
19,555,000	21,223,415	108.53%
6,100,000	6,173,729	101.21%
2,350,000	2,748,741	116.97%
3,825,000	4,614,338	120.64%
<u>3,349,255</u>	<u>6,743,839</u>	<u>201.35%</u>
<u>\$79,653,000</u>	<u>\$85,951,925</u>	<u>107.91%</u>
3,597,000	0	0.00%
<u>\$83,250,000</u>	<u>\$85,951,925</u>	<u>103.25%</u>

FY26 Projection	FY26 % of Budget
22,012,709	96.18%
12,923,784	97.00%
13,226,100	101.14%
24,695,782	94.89%
6,379,229	99.60%
3,108,488	122.72%
5,335,846	100.16%
<u>5,098,523</u>	<u>152.21%</u>
<u>\$92,780,461</u>	<u>99.84%</u>
89,124	8.33%
<u>\$92,869,585</u>	<u>99.84%</u>

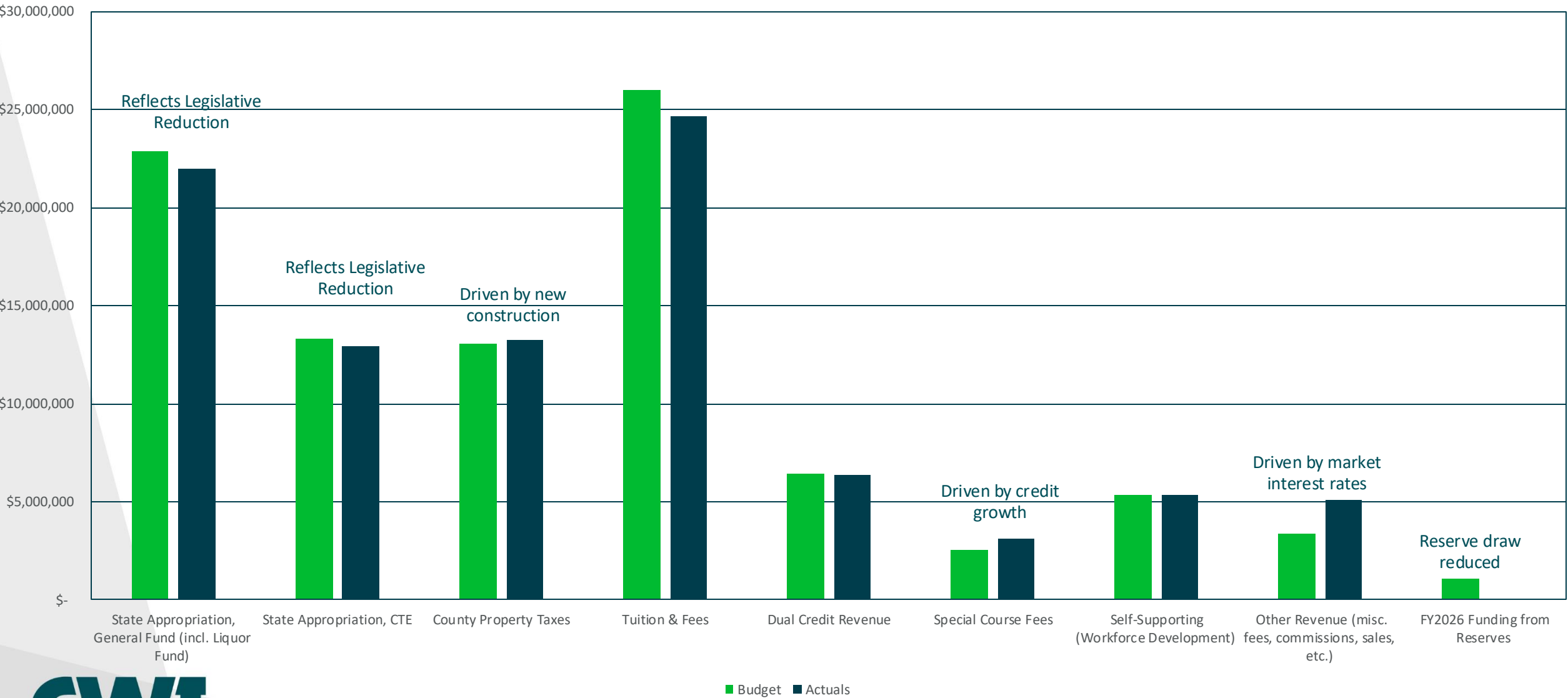
FY26 Budgeted Expenditures	FY26 Budget	FY2026 YTD Actuals as of 6/30/2026	FY26 YTD % of Budget
Payroll (incl. wages, fringe, & benefits)	65,265,946	63,940,568	97.97%
Operating, Travel, & Capital	<u>28,734,054</u>	<u>28,203,586</u>	<u>98.15%</u>
TOTAL EXPENSES	\$94,000,000	\$92,144,154	98.03%

FY25 Original Budget	FY2025 YTD Actuals as of 6/30/2025	FY25 YTD % of Budget
57,065,598	58,468,814	102.46%
26,184,402	24,606,505	93.97%
<u>\$83,250,000</u>	<u>\$83,075,319</u>	<u>99.79%</u>

FY26 Projection	FY26 Projected % of Budget
64,665,999	99.08%
<u>28,203,586</u>	<u>98.15%</u>
<u>\$92,869,585</u>	<u>98.80%</u>

- Excludes gifts, grants and major building projects, Ford Idaho Center, approved through separate Board action.
- Final Property Tax Payment not yet received (est. \$4.9 million); final faculty payroll to be accrued back to FY26

FY26 BUDGET TO ACTUALS DRILLDOWN

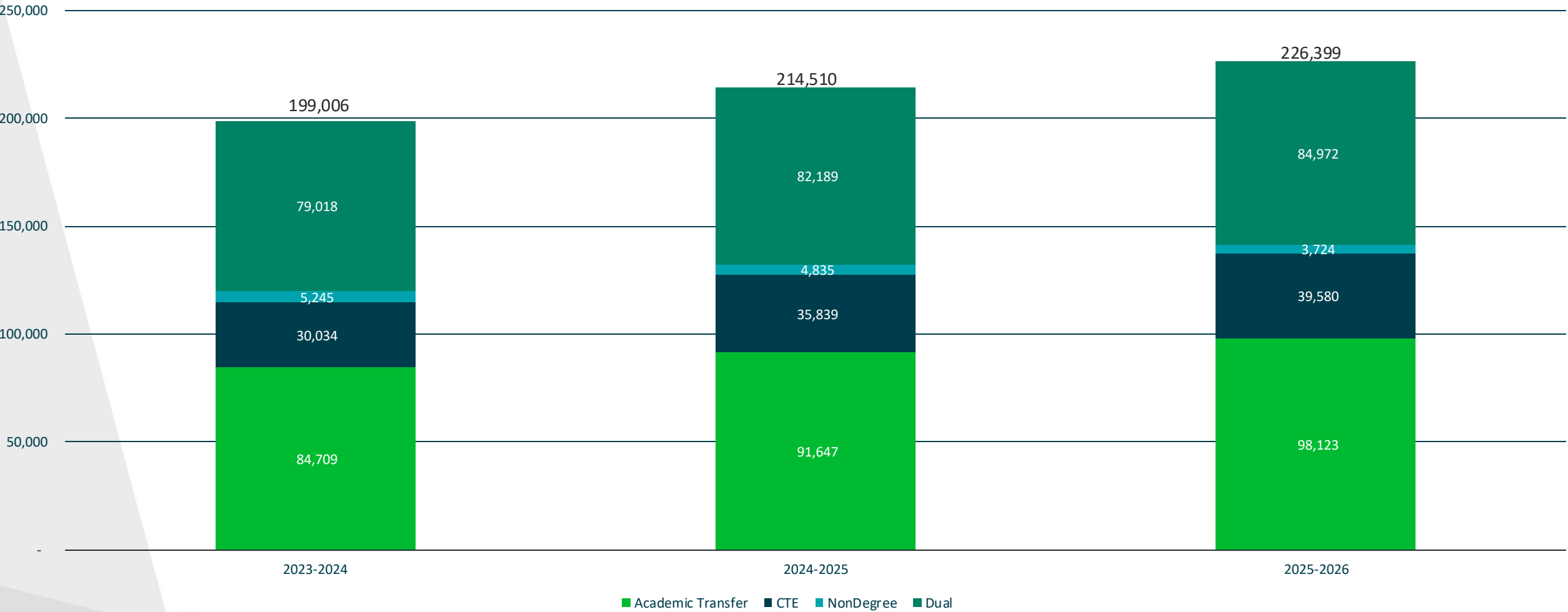


FY26 BUDGET TO ACTUALS

Actual Attempted Credits

FY26 Budget: 228,297

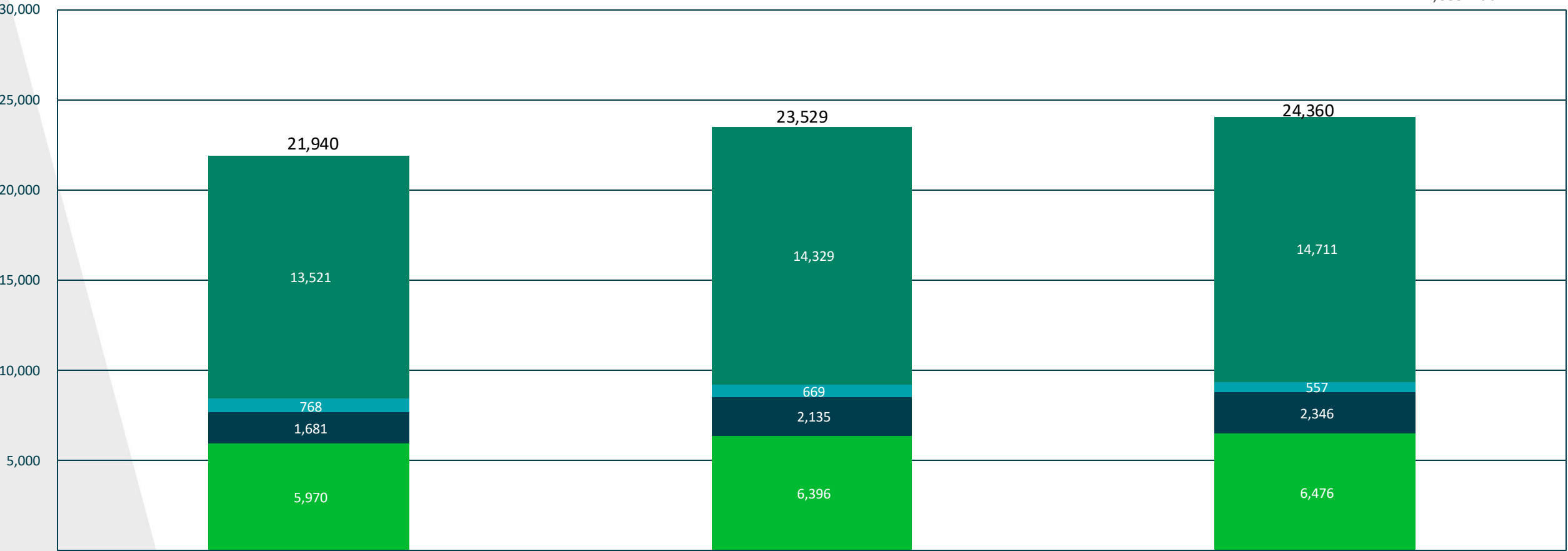
- 142,879 AT/CTE
- 85,400 Dual



FY26 BUDGET TO ACTUALS

Unduplicated Headcount

FY26 Budget: 23,922
• 9,283 AT/CTE
• 14,639 Dual



2023-2024

2024-2025

2025-2026



■ Academic Transfer ■ CTE ■ NonDegree ■ Dual

PRESIDENT'S REPORT

President Jones will provide an update on recent activities and accomplishments of interest to the Board.

STRATEGIC PLAN REVIEW & APPROVAL

- CWI Strategic Plan has been refreshed, building from the previous plan
- Highlighted changes include:
 - Added Goals in areas not previously included (Community Engagement & Financial Sustainability)
 - Increased clarity and precision in terminology
 - Refined Indicators of Achievement for tracking progress
- Process for refresh not as robust as a full rewrite, but did include campus feedback via a survey and discussions in various leadership meetings over the past several months
- Designed to meets expectations from the state of Idaho and our accrediting body
- Will be used to guide high level decisions, develop departmental operating plans and track progress over the next five years
- Requires Board approval



2027 – 2031



Strategic Plan DRAFT REFRESH

June 16, 2026

Mission

College of Western Idaho is committed to empowering students to succeed by providing affordable and accessible education to advance the local and global workforce.

Vision

College of Western Idaho will be a best-in-class community college that provides quality, affordable, and accessible education by delivering innovative and cost-effective programming that empowers students, leads to economic and social mobility, and meets evolving community needs.

Values

Students at the Heart

We are unified and driven by one question: How can we help our students succeed?

Raising the Bar

We expect the best from ourselves and each other, leading with integrity and exceeding expectations.

A Community that Cares

We celebrate the individual paths of our students, staff, faculty and community. We embody a caring environment where empathy, encouragement and teamwork empower everyone to succeed.

Challenge Today, Shape Tomorrow

We tackle challenges with resilience, embrace new ideas, and innovate with creativity to drive education forward, meeting the current and future needs of our community.

Refined or Added

~~To be Removed~~

Goal #1: Advance Student Success

Objective #1: Advance Student Success by Improving Student Lifecycle Indicators

Indicators of Achievement & Measures:

- **Increase Enrollment**
 - Academic Transfer¹
 - Career & Technical Education¹
 - Dual Credit¹
 - Adult Education
 - Workforce Development
- **Improve IPEDS Retention Rate**
 - First-time full-time IPEDS Retention Rate^{1, 3}
 - First-time part-time IPEDS Retention Rate
- **Improve IPEDS 150% Graduation Rate**
 - First-time full-time IPEDS 150% Graduation Rate^{1, 2, 3}
- **Increase Graduates**
 - Total number of credit graduates
- **Increase Transfer Rate**
 - % of credit students who enroll at a 4-year institution within one year of attaining a CWI credential²

Objective #2: Foster Undifferentiated Outcomes for All

¹ State Board of Education (SBOE) Statewide Performance Measure

² Northwest Commission on Colleges & Universities (NWCCU) CWI Mission Fulfillment Indicator

³ NWCCU Student Achievement Indicator

Indicators of Achievement & Measures:

- **Reduce IPEDS 150% Graduation Rate Gap Between Student Populations**
 - Gap between Pell and Non-Pell IPEDS 150% Graduation Rate
 - Gap between Male and Female IPEDS 150% Graduation Rate

Goal #2: Deliver Affordable & Accessible Education

Objective #1: Deliver Quality, Affordable Education

Indicators of Achievement & Measures:

- **Be At Least 50% Less Than Idaho Public 4-Year Institutions' Average Part-Time Rate**
 - CWI tuition & fees vs. Idaho public 4-year institutions' average part-time rate¹
- **Have IPEDS Average Net Price Be Below Idaho Public 4-Year Institutions' Average Net Price**
 - CWI IPEDS Average Net Price vs. Idaho public 4-year institutions' Average Net Price²
- **Increase Transfer Rate**
 - % of credit students who enroll at a 4-year institution within one year of attaining a CWI credential¹
- **Increase Positive Placement Rate**
 - Positive Placement Rate of all credit graduates¹
 - Positive Placement Rate of Career & Technical Education (CTE) Graduates
- **Increase Degrees and Certificates Awarded**
 - Associate degrees awarded
 - Bachelor's degrees awarded
 - Credit certificates awarded
- **Increase Workforce Development (WD) Course Completion Rate**
 - Workforce Development (WD) course completion rate

¹ NWCCU CWI Mission Fulfillment Indicator

Objective #2: Ensure Accessible Education

Indicators of Achievement & Measures:

- **Maintain Open Access Admission**
 - CWI has an open access admission policy¹
- **Provide Flexible Delivery Options**
 - Provide various delivery options to meet student needs

Goal #3:

Deliver Workforce & Economic Impact

Objective #1: Meet Evolving Workforce Needs

Indicators of Achievement & Measures:

- **Increase Positive Placement Rate**
 - Positive Placement Rate of all credit graduates^{1,2}
 - Positive Placement Rate of Career & Technical Education (CTE) graduates
- **Increase Graduates Completing Programs Associated with High-Wage or High-Demand Careers**
 - Number of credit graduates that complete programs associated with high-wage or high-demand careers^{1, 2}
- **Improve Adult Education (AE) Transition to Employment or Postsecondary Education**
 - % of Adult Education (AE) students that attained a secondary school diploma or recognized equivalent and enrolled in postsecondary education, training, or became employed within one year of exit
- **Increase Workforce Development (WD) Trainings**
 - Increase percentage of Total Workforce Development (WD) trainings delivered

¹ NWCCU CWI Mission Fulfillment Indicator

² NWCCU Student Achievement Indicator

Goal #4:

Foster a Culture of Engagement, Respect, & Accountability

Objective #1: Foster a Culture of Engagement, Respect and Accountability

Indicators of Achievement & Measures:

- **Improve Employee Engagement and Satisfaction**
 - Improve the Employee Net Promoter Score (eNPS)
- **Improve Inclusive and Welcoming Environment Student Survey Score**
 - % of students that agree with: "Policies, practices, and procedures promote an inclusive and welcoming environment for all students" on the Student Satisfaction Inventory Engagement survey
- **Improve Respect Student Survey Score**
 - Respect score on the Student Satisfaction Inventory Engagement Survey
- **Improve Engagement Student Survey Score**
 - Engagement score on the Student Satisfaction Inventory Engagement Survey

Goal #5: Strengthen Community Engagement

Objective #1: Strengthen Community Relationships & Philanthropic Partnerships

Indicators of Achievement & Measures:

- **Increase Private Support**
 - Total amount of funds raised
 - Total amount of endowment funds
 - Total amount of planned gifts
 - Total number of corporate/business donors
 - Total number of individual donors
 - Total number of alumni donors

Objective #2: Launch and Sustain Recreational Opportunities, Intramural Sports, and Intercollegiate Athletics

Indicators of Achievement & Measures:

- **Engagement of Students in Recreational Opportunities, Intramural Sports, and Intercollegiate Athletics**
 - Number of intercollegiate athletic teams
 - Number of students participating in intercollegiate athletic teams
 - Number of intramural sports teams
 - Number of students participating in intramural sports
 - Number of recreational events
 - Number of students participating in recreational events

Goal #6: Ensure Financial Sustainability

Objective #1: Maintain Financial Strength

Indicators of Achievement & Measures:

- **Maintain Financial Strength in Higher Education Benchmarks**
 - Structurally Balanced Budget
 - Composite Financial Index
 - Operating / Liquidity Reserve
 - Sustainability Reserve
 - Debt Burden Ratio

Objective #2: Increase Administrative Efficiency & Effectiveness

Indicators of Achievement & Measures:

- **Increase Students Served Per Available Resources**
 - IPEDS expenditures (excluding instruction and financial aid) per student credit hour, adjusted for inflation



2027 – 2031



Clean Copy

Strategic Plan Report

June 16, 2026

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Goal #1: Advance Student Success

Objective #1: Advance Student Success by Improving Student Lifecycle Indicators

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 - Career & Technical Education¹
 - Dual Credit¹
 - Adult Education
 - Workforce Development
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 - % of credit students who enroll at a 4-year institution within one year of attaining a CWI credential²

Objective #2: Foster Undifferentiated Outcomes for All

Indicators of Achievement & Measures:

- **Reduce IPEDS 150% Graduation Rate Gap Between Student Populations**

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Objective #1: Deliver Quality, Affordable Education

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- **Provide Flexible Delivery Options**
 - Provide various delivery options to meet student needs

Goal #3: Deliver Workforce & Economic Impact

Objective #1: Meet Evolving Workforce Needs

Indicators of Achievement & Measures:

- **Increase Positive Placement Rate**
 - Positive Placement Rate of all credit graduates^{1,2}
 - Positive Placement Rate of Career & Technical Education (CTE) graduates
- **Increase Graduates Completing Programs Associated with High-Wage or High-Demand Careers**
 - Number of credit graduates that complete programs associated with high-wage or high-demand careers^{1, 2}
- **Improve Adult Education (AE) Transition to Employment or Postsecondary Education**
 - % of Adult Education (AE) students that attained a secondary school diploma or recognized equivalent and enrolled in postsecondary education, training, or became employed within one year of exit
- **Increase Workforce Development (WD) Trainings**
 - Total Workforce Development (WD) trainings delivered

¹ NWCCU CWI Mission Fulfillment Indicator

² NWCCU Student Achievement Indicator

Goal #4: Foster a Culture of Engagement, Respect, & Accountability

Objective #1: Foster a Respectful & Supportive Environment for Employees & Students

Indicators of Achievement & Measures:

- **Improve Employee Engagement and Satisfaction**
 - Improve the Employee Net Promoter Score (eNPS)
- **Improve Inclusive and Welcoming Environment Student Survey Score**
 - % of students that agree with: "Policies, practices, and procedures promote an inclusive and welcoming environment for all students" on the Student Satisfaction Inventory Engagement survey
- **Improve Respect Student Survey Score**
 - Respect score on the Student Satisfaction Inventory Engagement Survey
- **Improve Engagement Student Survey Score**
 - Engagement score on the Student Satisfaction Inventory Engagement Survey

Goal #5: Strengthen Community Engagement

Objective #1: Strengthen Community Relationships & Philanthropic Partnerships

Indicators of Achievement & Measures:

- **Increase Private Support**
 - Total amount of funds raised
 - Total amount of endowment funds
 - Total amount of planned gifts
 - Total number of corporate/business donors
 - Total number of individual donors
 - Total number of alumni donors

Objective #2: Launch and Sustain Recreational Opportunities, Intramural Sports, and Intercollegiate Athletics

Indicators of Achievement & Measures:

- **Engagement of Students in Recreational Opportunities, Intramural Sports, and Intercollegiate Athletics**
 - Number of intercollegiate athletic teams on a self-supported funding model
 - Number of students participating in intercollegiate athletic teams
 - Number of intramural sports
 - Number of intramural sports teams
 - Number of students participating in intramural sports
 - Number of recreational events
 - Number of students participating in recreational events

Goal #6: Ensure Financial Sustainability

Objective #1: Maintain Financial Strength

Indicators of Achievement & Measures:

- **Maintain Financial Strength in Higher Education Benchmarks**
 - Structurally Balanced Budget
 - Composite Financial Index
 - Operating / Liquidity Reserve
 - Sustainability Reserve
 - Debt Burden Ratio

Objective #2: Increase Administrative Efficiency & Effectiveness

Indicators of Achievement & Measures:

- **Increase Students Served Per Available Resources**
 - IPEDS expenditures (excluding instruction and financial aid) per student credit hour, adjusted for inflation

ACADEMIC UPDATE: THREE YEAR PROGRAM PLAN

Provost Aberle-Cannata will present on the upcoming three year academic plan.

Year One (AY 2027 - 2028)

- Aviation Pilot Training (AAS)
 - On Campus
 - Fall 2027
 - CTE
- Food Science (AS)
 - Hybrid
 - Fall 2028
 - Transfer with a focus on Employability at Two Years
- Mortuary Sciences (AAS)
 - Hybrid
 - Fall 2028
 - CTE
- Veterinary Technician (AAS)
 - On Campus / Hybrid
 - Fall 2028
 - CTE
- Dental Hygiene (AAS)
 - On Campus
 - Fall 2028
 - CTE
- Foundations of Management Certificate (TC)
 - Online
 - Fall 2027
 - CTE or possibly WD

Aviation Pilot Training

A program that prepares individuals to apply technical knowledge and Skills to the flying and/or navigation of commercial passenger and cargo, agricultural, public service , corporate and rescue fixed wing aircraft

Food Science

The Food Science Program prepares students for careers in the food and beverage industry by combining scientific principles with practical, hands-on learning. Students develop knowledge in food safety, food chemistry, nutrition, quality assurance, product development, food processing, and regulatory compliance. Through laboratory experiences and applied coursework, graduates gain the skills needed to support the production of safe, high-quality food products and are prepared for employment in food manufacturing, quality control, research and development, and related agricultural and food industry sectors.

Mortuary Sciences

This program would be a first-of-its-kind program in Idaho to meet the credential requirements of Embalmers and licensed Funeral Directors. The program would use a distance education model, with online didactic coursework and short-term on-campus clinical labs partnered with local funeral homes to meet not only the needs of the Treasure Valley but also Idaho.

Veterinary Technician

The Veterinary Technician Program provides students with the knowledge and hands-on skills needed to become veterinary healthcare professionals. Through classroom learning, laboratory practice, and clinical experiences, students learn animal nursing, anesthesia, surgical assisting, diagnostic procedures, and client communication. Graduates are prepared for employment in veterinary clinics, animal hospitals, shelters, research facilities, and other animal care settings, as well as eligibility to pursue professional credentialing and licensure requirements

Dental Hygiene

A dental hygiene program provides the education and training necessary to become a licensed dental hygienist, focusing on oral health, preventive care, and patient education.

Foundations of Management Certificate

The curriculum will provide students with the basics of business for certification in insurance and other industries.

Year Three (AY 2029 - 2030)

- Cyber/ AI / IT (BAS)
 - Hyflex
 - Fall 2029
 - CTE
- Aviation Maintenance (AAS)
 - On Campus
 - Fall 2029
 - CTE

Cyber / AI / IT

An interdisciplinary program designed to equip students with practical and advanced technical skills. It combines the protection of digital assets (cybersecurity), intelligent systems and machine learning (AI), and the foundational infrastructure of computing systems (IT). Graduates are prepared for careers in tech-driven fields such as cybersecurity analysis, AI development, IT systems management, and digital innovation.

Aviation Maintenance Technician

An aviation maintenance technician is someone who installs, tests, maintains, and repairs aircraft equipment. The training will prepare students with the technical knowledge and skills necessary to become FAA certificated Aviation Maintenance Technicians.

PROGRAM DISCONTINUATIONS

- Business Analytics Certificate
 - Last Enrollment Fall 2026
- Fermentation Certificate
 - Last Enrollment Fall 2025
- Medical Administrative Support
 - Last Enrollment Spring 2026

RECENTLY APPROVED PROGRAMS

- Business Administration (BAS)
 - Implementation Date Fall 2025
 - Enrollment (Fall Census) FY 25/26 - 81
 - Projections Enrollment FY 30/31 - 150

Planned New Programs

College of Western Idaho

Please fill out information on planned new degree programs (Section 1) and new certificates (Section 2). Responses should be concise, and it is understood that programs in "exploratory" and "on horizon" status may have less detail in certain areas than those in "planning" status.

Section 1: New Degrees (Associate, Baccalaureate, Graduate)																
Program Name	Degree Designation	Program Description	CIP Code	Intended Modality	Anticipated Delivery Date	Disciplinary Accreditation	Evidence of Student Demand	List of Related Occupations	Industry Partner Support	Existing Concentration or Minor	Faculty	Facilities	Region	Legislative Funding	Status	Academic or Career Technical Education
List planned programs for each year (add rows as needed).	e.g., AAS, BS, PhD	Provide a brief summary of the program. (Limited to 50 words.)	Provide the program 6- digit CIP code, if known.	Indicate if the program will be "On Campus" and/or "Online" (more than 90% of all educational activities are online).	Indicate program effective date.	Specify any disciplinary accreditors for this program (if none, leave blank).	Provide evidence of a reasonable student market for this program or strategies for increasing student demand.	List up to 5 occupations for graduates of this program. If an occupation is an "In-Demand Career" as determined by the Idaho Workforce Development Council, indicate with an asterisk and include the SOC code. See https://newsteps.idaho.gov/assets/uploads/2023/09/In-Demand-Career-List-Approved-9-13-2329.pdf	List any industry advisory councils or other industry stakeholders who have been consulted about the need for this program.	Identify whether the program will be built from an existing concentration, minor, or other program(s) at the institution.	Indicate whether existing and/or new faculty lines will be required to deliver the program within the first 5 years.	Indicate whether existing , new , and/or renovated space will be required to deliver the program within the first 5 years.	Provide the regional area (and specific location, if applicable) for each proposed program as defined in Board Policy 81.2. If a Statewide Program, indicate "Statewide."	Does the institution plan to request legislative funding to support any aspect of this program? If yes, what is the estimated amount to be requested?	Enter "Planning," "Exploring," or "On Horizon" to indicate the level of intention for each program.	Enter "Academic" or "CTE" to indicate the nature of this program.
Year One (AY 2027-2028)																
Aviation Pilot Training	AAS	A program that prepares individuals to apply technical knowledge and skills to the flying and/or navigation of commercial passenger and cargo, agricultural, public service, corporate and rescue fixed wing aircraft	49.0202	On campus	Fall 2027	FAA	Lightcast report: Many retirements, increased travel demand, Rising salaries, signing bonuses High earning potential.	Air transportation, Couriers and express services support activities for air transportation,	Various airlines, SkyWest, United, Jackson's jet center,	This will be a stand alone program developed with a partner in the aviation industry.	Partner will provide faculty, CWI will provide general education courses	Existing and renovated space in NMEC	Region 3 Boise	Yes	Exploring	CTE
Food Science	AS	The Food Science Program prepares students for careers in the food and beverage industry by combining scientific principles with practical, hands-on learning. Students develop knowledge in food safety, food chemistry, nutrition, quality assurance, product development, food processing, and regulatory compliance. Through laboratory experiences and applied coursework, graduates gain the skills needed to support the production of safe, high-quality food products and are prepared for employment in food manufacturing, quality control, research and development, and related agricultural and food industry sectors.	1.1001	Hybrid	Fall 2028	None	Lightcast data suggests 8.5% growth in Food Science Technicians and a 11% growth in Food Scientists and Food Technologists. CWI has also been approached by various industry partners in the agricultural sector for food manufacturing and food science needs. These partners include: Lactalis, Amalgamated Sugar, CSI Beef, and various food and beverage companies as well.	19-1012 Food Scientist and Technologists 19-4013 Food Science Technicians	As mentioned in the demand column Industry Support includes various stakeholders from the beer, wine, cheese, sugar, and meat industries. We also have support from the University of Idaho to streamline a transfer pathway for students looking to pursue a Bachelors Degree	This program will utilize all existing courses from Biology, Chemistry, Health, Physics, and Fermentation Science. We will need to create one new course: FS 110: Introduction to Food Science to have the collection of 60 credits required for students to earn their A.S in Food Science	Our current facilities and faculty resources can meet this need with no need for additional staff/faculty unless there is program growth.	Existing space will satisfy the proposed new program	Region 3- Boise/Nampa	Not at this time.	Developing	Transfer with a focus on employability at two years.
Mortuary Sciences	AAS	This program would be a first-of-its-kind program in Idaho to meet the credential requirements of Embalmers and licensed Funeral Directors. The program would use a distance education model, with online didactic coursework and short term on campus clinical labs partnered with local funeral homes to meet not only the needs of the Treasure Valley but also Idaho.	12.0301	Hybrid	Fall 2028	American Board of Funeral Service Education (ABFSE)	Industry partners approached CWI requesting that we consider offering this degree. There is no training available in Idaho for this profession. To be licensed, individuals must have graduated from an ABFSE accredited school.	39-4031 Mortician 11-9171 Funeral Director 39-4011 Embalmer	Relyea Funeral Chapel, part of Carriage Services	This program will utilize credits from Social Sciences, Biology, Chemistry, and Business. Approximately 8 new courses in CTE will be required.	ABFSE requires a FT Program Director (who can also carry a teaching load) and at least one additional FT faculty.	Existing facilities will be used. Ideally one lab space can be dedicated to this program.	Region 3 As a new program to the state, however, a "Statewide" designation would be appropriate.	Yes, but we are prepared to shift funding internally if needed. Additionally, industry support will be required. FT faculty needs will cost approximately \$200,000 per year.	Developing	CTE
Veterinary Technician	AAS	The Veterinary Technician Program provides students with the knowledge and hands on skills needed to become veterinary healthcare professionals. Through classroom learning, laboratory practice, and clinical experiences, students learn animal nursing, anesthesia, surgical assisting, diagnostic procedures, and client communication. Graduates are prepared for employment in veterinary clinics, animal hospitals, shelters, research facilities, and other animal care settings, as well as eligibility to pursue professional credentialing and licensure requirements.	1.8301	Hybrid but mostly Face to Face	Fall 2028	American Veterinary Medical Association (AVMA)	Through program review last year for Animal Science a large finding was the need/demand for Vet Techs throughout the state of Idaho. While you don't have to be certified as a tech to do the the work our industry partners and Program Partnerships have submitted feedback indicating they would pay a higher salary and they would give preferential treatment in the hiring process	Veterinary Technologists and Technicians (29-2056) Veterinary Assistants and Laboratory Animal Caretakers (31-9096)	Program Partnership Committee has indicated support including West Vet, Viking Hospital, and Idaho Equine	There is currently an Animal Science Major where we can leverage a handful of courses however the bulk of this program would need to be created and the AVMA provides the roadmap for what 60 credits are required for the degree	AVMA requires a program director. 1 full time veterinarian and one full time certified Vet Tech. The program director could be the CVT as we start up- but would eventually need to have the 3 distinct positions.	We can leverage the existing facilities however there will be a demand for space and we're interested in leveraging some industry partners to provide facilities and support. Existing Animal Science Lab and General Classroom space will allow for a fall start cohort- if increased to fall/spring starts space becomes an issue. We also have some resources necessary around equipment that will be required to start.	Region 3- Boise/Nampa	The total proposed budget for starting the program is about \$175,000 for equipment and then personnel costs (3 positions) would be an additional \$300,000 with benefits annually.	Exploring	CTE
Dental Hygiene	AAS	A dental hygiene program provides the education and training necessary to become a licensed dental hygienist, focusing on oral health, preventive care, and patient education.	51.0602	On campus	Fall 2028	CCDA	There has been increasing calls from the area dentists to start this program along with a significant donation from Delta Dental. There is also much student interest from our former Dental Assisting students who would like to upskill.	29-1292.00 Dental Hygienists	We have established a TAC with the Dental Assistant program that we can tap into for building a Hygiene TAC. We also have a large monetary donation from Delta Dental	some courses could be facilitated by combining with our Dental Assisting program	We will need 2 full-time faculty (one to act as Program Administrator), a licensed dentist to oversee the clinic, and a receptionist for the clinic	Existing dental assisting program facilities will be used with some adjustments to the radiology lab setup. We will also need to create a reception area to accommodate patients for our hygiene clinic.	Region 3 (Boise)	Yes	On Horizon	CTE

Cyber – RN to BSN	BSN	An RN to BSN program is a degree completion program designed for licensed registered nurses (RNs) to obtain a Bachelor of Science in Nursing (BSN) degree. These programs build upon existing nursing knowledge and	11-3808	online	Fall 2028	AEN	Data has shown a need for Bachelor's of Science in Nursing to meet industry requirements. It is intended to offer licensed Associate degree Nurses an affordable option to earn this	Caretekers (31-9096)	We have established a TAC with the ADN and LPN programs that we can tap into for building a BSN TAC.	Currently we offer ADN and LPN programs.	We will need a full-time program director and adjusted supports.	Existing nursing program facilities will be used when necessary but program is intended to be online.	Region 3 (Boise)	No	Exploring	Academic
Year Three (AY 2029-2030)																
Cyber/AI/IT	BAS	An interdisciplinary program designed to equip students with practical and advanced technical skills. It combines the protection of digital assets (cybersecurity), intelligent systems and machine learning (AI), and the foundational infrastructure of computing systems (IT). Graduates are prepared for careers in tech-driven fields such as cybersecurity analysis, AI development, IT systems management, and digital innovation.	11.1	hyflex	Fall 2029	NA	Boise, Idaho, is rapidly emerging as a significant tech hub, driven by substantial investments from major companies and a growing demand for skilled computer science and IT professionals. Students completing one of CWI's eight AAS Computer Science & Information Technology programs can seamlessly transition into the BAS program, gaining further relevant education that can lead to career advancement and improved employment opportunities.	13-3031 Budget Analysts 13-0000 Business and Financial Operations Occupations 13-1199 Business Operations Specialists, All Other 13-3021 Computer and Information Systems Managers 15-1241 Computer Network Architects 15-1231 Computer Network Support Specialists 15-1299 Computer Occupations, All Other 15-1251 Computer Programmers 25-1021 Computer Science Teachers, Postsecondary 15-1211 Computer Systems Analysts 15-1232 Computer User Support Specialists 15-2051 Data Scientists 15-1242 Database Administrators 15-1243 Database Architects 17-3029 Engineering Technologists and Technicians, Except Drafters, All Other 19-4092 Forensic Science Technicians 15-1212 Information Security Analysts	TAC memberships Micron Idaho National Laboratory Idaho Small Business Development Center St. Luke's Idaho Technology Council	Artificial Intelligence and Cloud Computing Cisco Networking and Security Technologies Cybersecurity Cloud, Security, and System Administration Computer Support Specialist Computer Science Game Development & esports Management Software Development	Will require 1 full-time position and additional adjuncts.	Currently CS & IT programs are offered in APN. In fall 2027, CS & IT programs will move to the newly opened CWI Boise Micron Academic Center.	Region 3	No	Exploring	CTE
Aviation Maintenance Technician	AAS	An aviation maintenance technician is someone who installs, tests, maintains, and repairs aircraft equipment. The training will prepare students with the technical knowledge and skills necessary to become FAA certified Aviation Maintenance Technicians.	47.0607	On Campus	Fall 2029	FAA	Potential employers, Western Aircraft, Jacksons Jet center and SkyWest all local employers are in need of technicians.	Air frame and powerplant technicians	Western Aircraft, Jackson jet center, and SkyWest		2 faculty	We would need facilities, likely would be an industry partner	Region 3 (Boise)	Yes	Exploring	CTE
SECTION 2: New academic undergraduate and graduate certificates and career technical certificates.																
Certificate name	Designation	Certificate Description	CIP Code	Intended Modality	Anticipated Delivery Date	Disciplinary Accreditation	Evidence of Student Demand	List of Related Occupations	Industry Partner Support	Existing Concentration or Minor	Faculty	Facilities	Region	Legislative Funding	Status	Academic or Career Technical Education
List planned certificates for each year (add rows as needed).	Type of Certificate	Provide a brief summary of the certificate. (limited to 50 words.)	Provide the certificate & digit CIP code, if known.	Indicate if the program will be "On Campus" and/or "Online" (more than 90% of all educational activities are online).	Indicate certificate effective date.	Specify any disciplinary accreditors for this certificate (if none, leave blank).	Provide evidence of a reasonable student market for this certificate or strategies for increasing student demand.	List any industry advisory councils or other industry stakeholders who have been consulted about the need for this certificate.	Identify whether the certificate will be built from an existing concentration, minor, or other program(s) at the institution.	Indicate whether existing and/or new faculty lines will be required to deliver the certificate within the first 5 years.	Indicate whether existing, new, and/or renewed space will be required to deliver the certificate within the first 5 years.	Provide the regional area (and specific location, if applicable) for each proposed certificate as defined in Board Policy 4.1.	Does the institution plan to request legislative funding to support any aspect of this certificate? If yes, what is the estimated amount to be requested?	Enter "Planning," "Exploring," or "On Horizon" to indicate the level of intention for each certificate.	Enter "Academic" or "CTE" to indicate the nature of this certificate.	
Year One (AY 2027-2028)																
Foundations of Management Certificate	BTC	The curriculum will provide students with the basics of business for certification in insurance and other industries.	52-0201	online	Fall 2027	N/A	External industry partners in insurance and banking have asked for this pathway.	Insurance broker, manager, administrative assistant, retail, human resources, banking	The National Association of Professional Business Insurance (NAPBI) is supporting and possibly scholarshiping students to take the Business Basics Certificate prior to enrolling in the NAPBI training program.	We are closing the Business Analytics certificate in favor of a more general certificate.	No new faculty lines are required.	No new facilities are required.	Region 3 (Boise) but a fully online program.	No legislative funding needed.	Planning	CTE or possibly WD
Year Two (AY 2028-2029)																
Year Three (AY 2029-2030)																
None planned at this time.																

Program Discontinuations

College of Western Idaho

List all planned program terminations for the next three years. Consider the institution's full inventory of programs, especially new programs that are not meeting enrollment targets. Include all low completer programs identified for termination on the previous tab.

[illegible]

Recently Approved Programs

College of Western Idaho

List all programs (baccalaureate and graduate) approved by the Board in the last 6 years

[illegible]

CHAIR'S REPORT

The Board Chair will provide comments and, at times, items for special consideration by the Board.



THANK YOU
