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CWI COLLEGE OF WESTERN IDAHO	**BOARD OF TRUSTEES** **REGULAR MEETING** **September 10, 2026** **MINUTES**	**Board of Trustees** Jim Reames, Chair Nicole Bradshaw, Vice Chair Molly Lenty, 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 Academic Building
Room 122
3:00PM

ATTENDANCE:

Jim Reames, Chair
Molly Lenty, Secretary/Treasurer
David Bishop, Trustee

I. CALL TO ORDER

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

II. CONSENT AGENDA

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

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

III. PRESIDENT'S REPORT

President Jones reported remotely while attending the Governor's Cup in Coeur d'Alene, noting the event's importance in raising scholarship funds for Idaho students and providing opportunities to engage with legislators, employers, and education leaders ahead of the legislative season.

He highlighted the recent opening of the Cap-Ed Student Success Center, a new 35,000-square-foot facility that centralizes key student services, including the Learning Commons, counseling, veteran's services, student affairs, and the bookstore. The center is already experiencing strong student utilization and serves as a hub for student support and engagement. The President also thanked the teams and community partners who contributed to the successful ribbon-cutting event.

The President reported that the fall semester marks the institution's twelfth consecutive semester of enrollment growth. CWI served more than 36,000 learners during the past year, and current fall enrollment is up 1.3% in headcount and 2.2% in credit hours. He credited the continued growth to the institution's commitment to affordable, accessible, and workforce-focused education and thanked faculty and staff for their efforts.

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In closing, the President recognized the upcoming retirement of Chief of Staff Randi McDermott, expressing appreciation for her service, leadership, and contributions to both the institution and the Board.

IV. CULTURE AND TALENT DEVELOPMENT UPDATE

Co-CHRO Miller and Stewart presented their employee engagement and culture strategy, centered on improving employee satisfaction and increasing the institution's Employee Net Promoter Score (eNPS) from 11 to 17 by 2028 and 20 by 2030. The strategy is grounded in ensuring employees feel seen, heard, and involved in the direction of the institution.

The work plan was developed from feedback gathered during the 2024 listening tour and recommendations from the Culture Work Group. Three strategic priorities guide the plan: strengthening HR operations, enhancing employee experience, and improving communication and transparency. Key initiatives include addressing pay compression and performance evaluations, updating HR policies, implementing an HR ticketing system, expanding leadership development opportunities, and launching a Cultural Leadership Academy.

Additional efforts focus on creating a more comprehensive employee onboarding and manager integration process, improving employee relations practices, and strengthening internal communications. HR leadership is actively engaging employees across campus to gather feedback and ensure the initiatives remain aligned with employee needs and institutional goals.

Chair Reames – Question: As you look ahead, what are the one or two biggest challenges or risks that could delay the project timeline beyond your original expectations, and what obstacles do you anticipate needing to overcome as you move forward?

Co-CHRO Miller – Answer: One of the challenges we've encountered with the initiatives we've started is not always realizing that someone else on campus has an important piece of the puzzle. As we've shared these projects with others, we've discovered that different groups and individuals often have valuable perspectives or related work that we weren't initially aware of. This has taught us the importance of slowing down, fully understanding those perspectives and contributions, and making sure we don't overlook something important before moving forward.

Co-CHRO Stewart – Answer: I would add that the salary compression analysis needs to be considered alongside its budget implications. As we review the budget at CWI, I believe it's important to have a compensation plan that extends beyond one, two, or even three years. Employees should understand that there is a long-term plan in place, how their compensation is evaluated, and the process we use to make pay decisions.

President Jones – Comment: As CWI continues to grow, I believe our success depends on more than expanding classrooms and systems. Culture is what enables us to fulfill our mission and building that culture is a shared responsibility across the entire college. The work being led by Shawn, Kelsey, and others is a strategic priority because it helps ensure we are prepared to support our institution's future growth and success.

Co-CHRO Miller presented a compensation framework designed to clearly define the five ways employees may receive compensation increases. The framework aims to create a more transparent and consistent approach to employee compensation across the institution.

Docusign Envelope ID: 4F11C172-7567-8B23-832B-9208ED8E42E6

A primary focus of the initiative is addressing pay compression, which occurs when newer employees are hired at salaries comparable to or higher than longer-serving employees in similar roles. It was reported that work is underway with Human Resources, the culture work group, and the President's Cabinet to identify and correct pay compression issues across the college.

The team is also developing funding strategies to support future compensation adjustments and maintain competitive pay levels. This campus-wide initiative has been in progress for more than a year, with pay compression corrections already being implemented and additional adjustments planned throughout the academic year.

Co-CHRO Stewart presented the redesigned performance evaluation process. Faculty and staff participated in a design sprint to create a more engaging process focused on employee growth, development, and organizational culture.

Key enhancements include the inclusion of part-time employees, collaborative goal setting, a structured mid-year check-in, employee self-reflection, position description reviews, and a pilot upward-feedback survey for supervisors. The revised process emphasizes continuous feedback, professional development, and alignment with CWI values.

Implementation is underway across departments, supported by manager training, development resources, and LinkedIn Learning. The institution will also recognize departments that demonstrate strong participation and meaningful completion of the process as part of its efforts to strengthen organizational culture.

Chair Reames – Question: When talking about Goals, who sets the expectation?

Co-CHRO Stewart – Answer: Our goal-setting process is tied directly to strategic planning, with goals cascading from units to individual employees. Employees take the lead in developing their goals, while managers discuss, review, and approve them through a collaborative process.

Chair Reames – Question: Will the institution's strategic goals be aligned throughout campus, from the board and executive level down to individual employees? Will we have goals or expectations that directly connect to, and support the institution's broader objectives?

Co-CHRO Stewart – Answer: Based on feedback we received during the redesign process, we learned that many frontline employees had difficulty understanding how their work contributed to our larger strategic goals. To make that connection more meaningful, we now encourage employees to align their work with departmental goals, while leaders help explain how those goals ultimately support the institution's mission and broader objectives.

Secretary / Treasurer Lenty – Question: Does this effort to increase participation among part-time employees include adjunct faculty, and what impact do you anticipate that expansion will have on overall campus culture and engagement?

Co-CHRO Stewart – Answer: The process applies to part-time and full-time staff, while faculty follow a separate but aligned evaluation process that was developed alongside it. The faculty model now includes adjuncts and incorporates more comprehensive, continuous feedback to meet accreditation expectations. This new approach also expands meaningful performance and development conversations to all employees, giving part-time staff a voice they did not previously have. Ultimately, the focus is not on the form itself but on building stronger ongoing conversations between leaders and employees and taking action based on what we learn.

Docusign Envelope ID: 4F11C172-7567-8B23-832B-9208ED8E42E6

V. STUDENT SUCCESS UPDATE: WORKFORCE DEVELOPMENT

Vice President Miller noted that he assumed leadership of the Workforce Development Division in February 2025 and credited the division's recent success to the strong foundation established by Provost Aberle-Cannata. He publicly thanked her for her contributions and introduced Assistant Vice President Trevi Hardy, who joined the college in March 2025.

AVP Hardy highlighted the work of the Employer Partnerships and Workforce Development Division in providing non-credit workforce training, apprenticeships, healthcare programs, and customized employer training opportunities throughout the valley. She expressed appreciation for the strong foundation established within the division and confidence in its continued growth and impact.

The division's leadership team oversees professional and custom training, health and EMS programs, apprenticeships and manufacturing, operations, and the newly established construction and transportation area, which is being developed to support workforce demands associated with regional semiconductor industry growth. Staff were recognized for their dedication and contributions to the division's success.

She also noted that the division delivers customized employer training, healthcare education, and skilled trades programs that support workforce development, employee upskilling, and career advancement. Workforce training was described as having both immediate and long-term benefits for individuals, employers, and the community.

Fiscal Year 2026 results included more than 7,000 individual learners and over 16,000 total enrollments across the division's programs, reflecting strong participation and the operational team's ability to support a high volume of student engagement.

Chair Reames – Question: If 7,258 represents the number of unique individuals, what does the total enrollment number represent?

AVP Trevi Hardy – Answer: To give you an example, one student could be represented four time in that 16,000 because they took four separate courses.

AVP Hardy went on to discuss Fall enrollment and how it has exceeding expectations, with more than 9,000 enrollments already recorded toward the annual goal of 16,000, positioning the institution for a strong FY27. Despite increased enrollment, student success remains strong, with an 85.5% completion rate that measures all students who initially enroll, including those who withdraw. Leadership emphasized the importance of maintaining and improving completion and retention rates as enrollment continues to grow.

Chair Reames – Question: When you refer to increasing completion, do you mean improving student retention and reducing dropouts, or increasing the number of courses that students successfully complete?

AVP Trevi Hardy – Answer: We are looking at both enrollment retention and completion.

Docusign Envelope ID: 4F11C172-7567-8B23-832B-9208ED8E42E6

Chair Reames – Question: Are students dropping out because they discover the program is not what they expected, and if so, should we focus on better educating students before enrollment, or are other factors driving their decision to leave?

AVP Trevi Hardy – Answer: We're seeing two situations, but the trend is shifting toward younger students entering apprenticeship programs before they have strong connections to employers or extensive exposure to the trades. Historically, our retention challenges stemmed from working adults balancing jobs, families, and school, but now we're focusing more on helping younger students explore career options and understand the demands of these professions before they enter training

AVP Hardy went on to report on a strong fiscal performance for FY26, generating $5.3 million in revenue and contributing approximately $2.3 million back to the college through surplus and support for student success initiatives. Its highest-performing programs, including electrical, plumbing, HVAC apprenticeships, and CNA training, align with critical regional workforce needs while providing significant financial benefits to the institution.

Chair Reames – Comment: CWI built a custom Excel program for First Federal Bank that was specific to our needs. We had about 25 people take the class and were impressed by the results. We will be welcoming CWI back in the future.

AVP Hardy went on to report that the Workforce Development division reported strong operational performance in FY26, with a team of 12 managing approximately 16,000 enrollments while improving student registration processes and internal workflow efficiency.

Key program accomplishments included expansion of the PACT professional and custom training program, supported by a gift from the J.A. and Kathryn Albertson Foundation, as well as record apprenticeship enrollments. The division also secured a $500,000 CHIPS Apprenticeship Grant to expand trades and systems controls training related to semiconductor manufacturing.

Additional highlights included the launch of an innovative rural healthcare training partnership that combines classroom instruction with locally delivered skills training to increase access and address workforce shortages in rural communities.

For FY27, priorities include expanding construction and transportation workforce training, conducting a regional construction workforce needs assessment, launching a CDL program, and growing apprenticeship programming through the CHIPS grant. The division's long-term goal is to strengthen its role as the leading workforce education and training partner in the region by aligning programs with employer needs and student opportunities.

The presentation concluded with a partnership highlight featuring Mission Critical Group, where customized welding upskilling training has successfully completed three cohorts. The partnership serves as a model for future industry collaborations that provide responsive training solutions and measurable workforce outcomes.

Secretary / Treasurer Lenty – Comment: As a co-owner of an HVAC company, I've seen firsthand the value of apprenticeship programs. We recently enrolled three employees in apprenticeships,

Docusign Envelope ID: 4F11C172-7567-8B23-832B-9208ED8E42E6

and it has been rewarding to support them through the process and see their excitement and engagement. I have also gained greater appreciation for the opportunities available to employees pursuing journeyman certification and the resources that support their professional growth. Through my involvement with Idaho Business for Education, I've seen growing recognition of the important role small businesses play in workforce development and skilled trades education. I believe the college is at the forefront of these efforts, serving as a trusted partner that provides the training, upskilling, and workforce services employers need. Wearing both an employer and community leadership perspective, I have a deep appreciation for the impact of this work and the efforts of the team leading it.

VI. FIC TICKET OFFICE LEASE

Vice President Miller presented a proposed 99-year, $1-per-year lease of the ticket office building at the Ford Idaho Center to the Snake River Stampede, fulfilling a condition of the property's transfer from the City of Nampa. The Stampede plans to use the building as office space and potentially develop it into a museum in the future.

An unresolved lease provision regarding responsibility for major repairs was discussed. To address this, the Snake River Stampede proposed establishing a $67,000 capital reserve fund for the first 10 years, with costs shared equally between the parties. After that period, the Stampede would assume responsibility for major repairs. A request was made for the board's approval of the lease, with authorization to finalize negotiations on the remaining repair-related terms.

Chair Reames – Question: Can you clarify? If the HVAC breaks down, and it is $60,000 to fix, who will pay for that?

VP Miller – Answer: It would come out of said fund that is split by us and Snake River Stampede.

Chair Reames – Question: But the fund is funded over 10 years? If we have funded $30,000 up front and they cannot fund their portion, would they be responsible for their portion?

VP Miller – Answer: Yes, they would.

Chair Reames – Question: What prevents them from replacing equipment in year nine simply to use up as much of the contract value as possible before year ten?

VP Miller – Answer: We will have to have mutual approval of replacements and modifications to avoid that scenario.

Chair Reames – Question: If they sublease the property to anyone else in that interim time, are we still required to fund our portion?

VP Miller – Answer: Any sublease for that property would also need our approval.

President Jones – Comment: I want to clarify that the provision was intended specifically for the Stampede Rodeo and community-focused projects, not to give the Stampede broad authority to create subleases with other parties. While additional language could provide greater clarity, I believe the current wording already reflects that intent, and our strong relationship with the Stampede will allow us to address any concerns collaboratively.

Docusign Envelope ID: 4F11C172-7567-8B23-832B-9208ED8E42E6

Secretary / Treasurer Lenty – Comment: I believe much of what we're doing now is fulfilling the commitments and expectations that were set when we accepted the conveyance. As we continue having discussions and gathering more information, we'll gain additional clarity.

MS (Lenty / Bishop): To approve the general terms of the Ford Idaho Center Ticket Office Lease as presented, with delegation of final details and signature to the President. The motion carried.

VII. CHAIR'S REPORT

Chair Reames expressed appreciation for participating in the Governor's Cup tradition and expressed gratitude for the opportunity to engage with Idaho's strong commitment to education and reflected on the privilege of participating in longstanding traditions and institutional events.

He also commended the organization's progress, noting that recent infrastructure and facility developments demonstrate the success of its long-term vision and strategic planning. Employees at all levels were recognized for taking ownership of their work, contributing to a culture of initiative and excellence.

The Chair also highlighted the completion of the Cap-Ed Student Success Center, praising the years of dedication and collaboration that made the project possible and congratulating those involved in bringing the vision to fruition.

VIII. EXECUTIVE SESSION

I MOVE TO ENTER INTO EXECUTIVE SESSION, PURSUANT TO IDAHO CODE § 74-206(1) CONVENE IN EXECUTIVE SESSION: (c) To acquire an interest in real property not owned by a public agency.

ROLL CALL VOTE:
Trustee Bishop - Aye
Trustee Lenty - Aye
Chair Reames - Aye

IX. ADJOURNMENT

The meeting adjourned at 4:53pm.

Signed by:
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10/14/2026

Molly Lenty
Board Secretary