

Updated February 2017
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Strategic Plan 2018 – 2022

MISSION

The College of Western Idaho expands learning and life opportunities, encourages individual advancement, contributes to Idaho’s economic growth, strengthens community prosperity, and develops leaders.

VISION

By 2040, the College of Western Idaho will be a best-in-class, comprehensive community college that will influence individual advancement and the intellectual and economic prosperity of Western Idaho. By providing a broad range of highly accessible learning opportunities, this Vision will be realized through the College’s Presence, Practice, and Impact.

CORE THEMES

Student Success
Instructional Excellence
Community Connections
Organizational Stewardship
Inclusive Excellence

VALUES

Innovation
Excellence
Integrity
Caring
Respect

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 career goals.

Objective 1	Improving Student Retention, Persistence, and Completion
Performance Measures	<ul style="list-style-type: none"> • Increase student completion of the individual courses in which they enroll <ul style="list-style-type: none"> • <i>Benchmark: Course Completion rates will meet or exceed 80% by 2022</i> • Increase percentage of students completing the program of study in which they enrolled <ul style="list-style-type: none"> • <i>Benchmark: Completion Rate within 150% of program/major requirements will meet or exceed the Community College national average of 19.6% by 2022</i> • Increase percent of credit students who persist from term to term <ul style="list-style-type: none"> • <i>Benchmark: Term to Term persistence rates will meet or exceed 60% by 2022</i>

Objective 2	Providing Support Services that Improve Student Success
Performance Measures	<ul style="list-style-type: none"> • Improve gap score on Student Satisfaction Survey related to support services (Library, Tutoring, Advising) <ul style="list-style-type: none"> • <i>Benchmark: Develop benchmark based on 2016 survey results</i> • Percent of successful interventions (students who use the services and remain enrolled) through the CARE team process <ul style="list-style-type: none"> • <i>Benchmark: Develop benchmark based on 2016-17 interactions</i>

Objective 3	Developing Effective Educational and Career Pathways and Transfer Opportunities
Performance Measures	<ul style="list-style-type: none"> • Increase percentage of BSE students who transition to credit or WD programs <ul style="list-style-type: none"> • <i>Benchmark: Develop and implement a formal tracking process; use the results of the first measurement cycle to establish a benchmark</i> • Implement pathways for underserved / underrepresented populations <ul style="list-style-type: none"> • <i>Benchmark: Identify and develop three new pathways for underserved populations by 2022</i> • Increase percent of CWI Dual Credit students who transition to CWI programs after high school graduation <ul style="list-style-type: none"> • <i>Benchmark: Increase the number of Dual Credit students who transition to CWI by 4% annually</i> • Increase percent of degree-seeking students who are successful in GEM math and English courses within their first 30 credits <ul style="list-style-type: none"> • <i>Benchmark: Increase to 60% successful GEM Math and English completion within first 30 credits by 2022</i> • Improve percentage of AA or AS degree-seeking students who enroll at a four-year institution <ul style="list-style-type: none"> • <i>Benchmark: Increase credit transfer to four-year institutions to 35% by 2022</i> • Develop transfer agreements (2 plus 2, 3 plus 1, etc.) <ul style="list-style-type: none"> • <i>Benchmark: Negotiate and implement at least one transfer agreement for each AA and AS offered by 2022</i>

Objective 4	Enhancing Student Life and Culture on Campus
Performance Measures	<ul style="list-style-type: none"> • Increase participation in Student Engagement <ul style="list-style-type: none"> • <i>Benchmark: 35% of students will participate in student engagement by 2022</i> • Increase number of hours facilities are used for non-course activity (CWI Sponsored events) <ul style="list-style-type: none"> • <i>Benchmark: Increase facility usage by 20% by 2022</i>

Objective 5	Mirror the Diverse Communities CWI serves in CWI's student body
Performance Measures	<ul style="list-style-type: none"> • Sustain or improve student representation to align with the colleges service area <i>Benchmark: By 2022 CWI will sustain or increase its current proportion of:</i> <ul style="list-style-type: none"> • <i>30.04% non-white students by .75% (113 additional students)</i> • <i>57.38% female students by .81% (131 additional students)</i>

Objective 6	Foster a respectful community by being a model for organizational diversity
Performance Measures	<ul style="list-style-type: none">• Improve the gap score on the Student Satisfaction Survey<ul style="list-style-type: none">• <i>Benchmark: By 2022 CWI will improve the gap scores of questions 12, 13 and 20 by 10%.</i>

GOAL 2: Instructional Excellence

CWI will provide the highest quality instructional programs, which help learners achieve their goals and that also help the community and region to prosper

Objective 1	Advancing Innovative Programming and Strategies
Performance Measures	<ul style="list-style-type: none"> • Increase Completion rates for students participating in innovative programming <ul style="list-style-type: none"> • <i>Benchmark: Completion rates will meet or exceed 75% by 2022</i> • Increase number of Programs that incorporate High Impact Practices (HIP's) at a level that demonstrates student success as measured by program review <ul style="list-style-type: none"> • <i>Benchmark: 75 % of programs incorporate HIP's by 2022</i>
Objective 2	Expanding Instructional Resources and Development
Performance Measures	<ul style="list-style-type: none"> • Increase number of respondents who agree or strongly agree that they have adequate opportunities for professional development to improve their skills <ul style="list-style-type: none"> • <i>Benchmark: Increase current average score of 60% for full-time and adjunct faculty to ≥ 75 % agree/strongly agree on bi-annual Employee Survey</i> • Increase Percentage of faculty who teach in an identified innovative instructional Model <ul style="list-style-type: none"> • <i>Benchmark: ≥ 75% of faculty teach in an innovative model by 2022</i>
Objective 3	Developing Co-Curricular Activities that Support Student Success
Performance Measures	<ul style="list-style-type: none"> • Increase student participation in identified co-curricular activities <ul style="list-style-type: none"> • <i>Benchmark: Develop and implement a formal tracking process; use the results of the first measurement cycle to establish a benchmark</i> • Develop curriculum for co-curricular programming <ul style="list-style-type: none"> • <i>Benchmark: Develop and implement five identified co-curricular programs by 2022</i>

GOAL 3: Community Connections

CWI will bring the College into the communities it serves in meaningful ways by providing a variety of educational and enrichment programs including partnerships for economic development and general community connections.

Objective 1	Promoting Partnerships and Learning that lead to Career Opportunities
Performance Measures	<ul style="list-style-type: none"> • Increase participation levels in internal and external events <ul style="list-style-type: none"> • <i>Benchmark: Develop and implement a formal tracking process; use the results of the first measurement cycle to establish a benchmark</i> • Increase the number of scholarships from external stakeholders <ul style="list-style-type: none"> • <i>Benchmark: Increase external scholarships by 10% by 2022</i> • Increase the number of students and business utilizing the career services center <ul style="list-style-type: none"> • <i>Benchmark: Develop and implement a formal tracking process; use the results of the first measurement cycle to establish a benchmark</i> • Develop a sustainable process for tracking and measuring student employment after degree or program completion <ul style="list-style-type: none"> • <i>Benchmark: Develop and implement a formal tracking process; use the results of the first measurement cycle to establish a benchmark</i>
Objective 2	Contributing to Economic Development through Customized Programs and Training
Performance Measures	<ul style="list-style-type: none"> • Increase the number custom/contract/facility courses delivered by CWI <ul style="list-style-type: none"> • <i>Benchmark: Increase courses delivered by 25% by 2022</i> • Develop comprehensive, systematic review of educational master plan (program or service) offered by the college <ul style="list-style-type: none"> • <i>Benchmark: Develop and implement a formal tracking process by 2022</i> • Increase the number of service learning and apprenticeships offered by CWI <ul style="list-style-type: none"> • <i>Benchmark: Increase opportunities by 10% by 2022</i>
Objective 3	Actively Engaging with the Community as Educational Leaders and as an Expertise Resource
Performance Measures	<ul style="list-style-type: none"> • Develop more robust technical advisory committees for CTE and WD Programs <ul style="list-style-type: none"> • <i>Benchmark: 100% of CTE and WD programs have Technical Advisory Committees</i> • Increase community connections through speakers series and campus sponsored events <ul style="list-style-type: none"> • <i>Benchmark: Develop and implement a formal tracking process; use the results of the first measurement cycle to establish a benchmark</i>

Objective 4	Developing Campus Environments and Facilities that Support Community Engagement and Interaction
Performance Measures	<ul style="list-style-type: none">• Increase use of CWI industry labs and specialized classrooms and equipment through business and industry partnerships<ul style="list-style-type: none">• <i>Benchmark: Develop and implement a program and tracking; use the results of the first measurement cycle to establish a benchmark</i>

GOAL 4: Organizational Stewardship

CWI finds strength through its people and viability in its operations and infrastructure; therefore, the College will continually evaluate its organizational and financial health to ensure sustainability.

Objective 1	Identifying and Securing New and Expanded Funding Resources
Performance Measures	<ul style="list-style-type: none"> • Increase state funding to be comparable with other state institutions <ul style="list-style-type: none"> • <i>Benchmark: Increase to 80% of parity by 2022</i> • Increase operational funding through appropriate tax levy adjustments <ul style="list-style-type: none"> • <i>Benchmark: Increase to 60% of parity with in-state institutions by 2022</i> • Increase student tuition and fees, as appropriate <ul style="list-style-type: none"> • <i>Benchmark: As appropriate, request a 2% annual increase</i>
Objective 2	Developing and Implementing a Strategic Enrollment Management Plan
Performance Measures	<ul style="list-style-type: none"> • Measures related to this <i>Objective</i> will be developed during the annual review process in Fall 2017 <ul style="list-style-type: none"> • <i>Benchmark: Develop and implement a program and tracking; use the results of the first measurement cycle to establish appropriate benchmarks</i>
Objective 3	Investing in Owned Facilities
Performance Measures	<ul style="list-style-type: none"> • Increase CWI Owned Space <ul style="list-style-type: none"> • <i>Benchmark: Increase Owned Space as a % of CWI Gross Square Footage (GSF)</i>
Objective 4	Demonstrating Efficiency in Infrastructure, Program Distribution, and Space Utilization
Performance Measures	<ul style="list-style-type: none"> • Maintain Application and Network availability at $\geq 99.9\%$ <ul style="list-style-type: none"> • <i>Benchmark: Achieve an annual target of 99.99%</i> • Maintain net assignable square footage (NASF) <ul style="list-style-type: none"> • <i>Benchmark: NASF at least 10% below defined guidelines</i> • Reduce printing costs <ul style="list-style-type: none"> • <i>Benchmark: Reduce printing costs by 10% per employee by 2022</i>

GOAL 5: Inclusive Excellence

CWI will embrace the strengths created through diversity and will adopt and promote inclusiveness in its practices.

Objective 1	Attracting and Retaining Appropriate Staffing Resources
Performance Measures	<ul style="list-style-type: none">• Maintain or decrease voluntary turnover percentage of full time employees<ul style="list-style-type: none">• <i>Benchmark: By 2022 maintain or decrease 9.5% voluntary turnover percentage of full time employees</i>• Increase number of programs that have full time faculty at the sustainable/quality target<ul style="list-style-type: none">• <i>Benchmark: CWI will achieve 100% of disciplines at the sustainable target level by 2022</i>

Objective 2	Mirror the Diverse Communities the CWI serves in CWI's student body
Performance Measures	<ul style="list-style-type: none">• Improve employee representation to align with the colleges service area <i>Benchmark: By 2022 CWI will:</i><ul style="list-style-type: none">• <i>Sustain or improve the current employee proportion of 7.18% non-white</i>• <i>Sustain the current employee female proportion of 58.24%</i>

Objective 3	Foster a respectful community by being a model for organizational diversity
Performance Measures	<ul style="list-style-type: none">• Implement specific question(s) on future Employee Satisfaction Survey<ul style="list-style-type: none">• <i>Benchmark: CWI will implement specific questions in the FA17 Employee Survey and use those results to establish a target for 2022</i>

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, CTE, 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.

**For Additional Information Regarding The
College Of Western Idaho
2018-2022 Strategic Plan**

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