



**(M) HURLBUTT: Amend the agenda to include 1<sup>st</sup> reading of Administrative Procedure 5012. The motion carried unanimously.**

### **Pledge of Allegiance**

### **Introductions of CWI Dormitory Housing Commissioners (DHC)**

- Chairman Bastian introduced Commission members: Keith Bird, Jerry Hess, and Gerald Hunter.
- Attorney Nick Miller provided the commissioners with a preliminary handbook and discussed the role of the commission and applicable statutes.
- Nick Miller will facilitate an organizational meeting with the DHC members.
- DHC will attend October Board of Trustees meeting.

### **Public Comment**

- None

### **Consent Agenda**

- Chair Bastian called for remarks regarding the consent agenda items.

**(M) Dunham: Approve the consent agenda items as presented. The motion carried unanimously.**

### **Faculty Handbook 2<sup>nd</sup> Reading**

- Faculty Senate Officer Lynda Benson introduced faculty members: Don Bowers, Malcolm Diamond and Randy Grove.
- Chair Bastian called for remarks regarding the faculty handbook draft.
- Attorney Steve Berenter joined the group discussion regarding the draft.

**(m) nILAND: TO APPROVE cwi FACULTY HANDBOOK INCLUDING THE DELETION OF THE LAST SENTENCE OF SECTION 5.20 FIELD TRIPS, WITH THE UNDERSTANDING THAT THE CWI ADMINISTRATION AND FACULTY SENATE LEADERSHIP BRING BACK ALL APPENDICIES AND ATTACHMENTS TO THIS DOCUMENT BEFORE THE END OF 2011 FOR CWI BOARD OF TRUSTEES APPROVAL. the motion carried unanimously.**

### **Administrative Procedure 5012 Faculty Appointment/Retention 1<sup>st</sup> Reading**

- Chairman Bastian called for comments regarding the procedure.
- Trustee Hurlbutt and Attorney Steven Berenter discussed the procedure.
- Abandon “probationary period” and insert “serve at least three years before a faculty

member will be able to proceed from instructor to assistant professor.”

- Add “eligibility for a renewable contract is subject to approval by the President and the Board of Trustees.”
- In the judgment of the Department Chairs and the Administration, an exceptional Instructor who does not want to move up to Assistant Professor should be allowed to have a continuing contract, which will require approval by the President and the Board of Trustees.
- Steve Berenter will bring the document back to the next meeting for a 2<sup>nd</sup> reading.

**Review Special Course Fees** Stanley Bastian

- Chairman Bastian called for comments.

**(M) dunham: Waive the 2<sup>nd</sup> reading and approve the special course fees as presented. the motion passed unanimously.**

**Idaho Community College Trustees Work Plan Proposal**

- Document reviewed and discussed.

**(M) dunham: Table this item and request a report by the Chairman and President at the next meeting.**

**President’s Report** Bert Glandon

- President Glandon gave on update on:
  - Accreditation
  - In-Service Plans
  - The results of the employee and student surveys.

**EXECUTIVE SESSION** Stanley Bastian

At 11:15 a.m. a motion was made by Chairman Bastian to go into executive session under Idaho Code Sections 67-2345(1)(c) To conduct deliberations concerning labor negotiations or to acquire an interest in real property which is not owned by a public agency.

Stanley Bastian aye

MC Niland aye

Mark Dunham aye

Gordon Browning aye

At 11:45 a.m., a motion was made to return to open session by Chair Bastian.

**(M)Dunham: approve a fee waiver between the College and the city of eagle related to the new lease space under negotiations. Motion passed unanimously.**

At 12:00 p.m. a motion was made to adjourn for meal break by Chair Bastian.

At 1:00 p.m. a motion was made to begin work session by Chair Bastian.

The attached documents were approved by consensus during the work session.

**adjournment**

At 4:00 p.m. Chair Bastian adjourned the meeting.

A handwritten signature in black ink, appearing to read "Mark Dunham", is written over a horizontal line.

Mark Dunham, Board of Trustees Secretary

CWI strategic planning process

Implementation Timeline

A.	Cabinet Review <ul style="list-style-type: none"> <li>• Progress towards Board Priorities</li> </ul>	June
B.	Cabinet, College Council, and Administrative Council planning process	July
C.	Launch Strategic Planning Process <ol style="list-style-type: none"> <li>1. Strategic Directions – Board of Trustees strategy session</li> </ol> College-wide Communications on: <ul style="list-style-type: none"> <li>• Strategic Planning Process</li> <li>• Planning/Budget Forms</li> <li>• Annual Environmental Scan / SWOT Analysis</li> </ul>	July/August
D.	Launch Strategic Planning & Assessment Portal	July
E.	Environmental Scan/SWOT [Strengths, Weaknesses, Opportunities Weaknesses] ( Campus-wide Survey <p>An online survey to all faculty and staff to solicit information and trends that the campus community should be aware of for planning. The survey will also examine strengths, weaknesses, opportunities, and potential threats. Results will be posted on the Planning Portal.</p>	July
F.	Cabinet, College Council, and Administrative Council retreat <ul style="list-style-type: none"> <li>• Assimilate Trustee directions, California Collegiate Brain Trust directions into accreditation language.</li> </ul>	August / September
G.	Survey Results Communicated to Campus via Planning and Assessment Portal	September
H.	Strategic Planning/Budget Forms Due <p>All faculty and staff are encouraged to use the planning forms to propose new strategic directions, objectives and required actions. While we must be realistic in our planning efforts during these challenging economic times, we encourage you to think strategically and boldly about the stature and prominence you desire for the CWI of the future.</p> Instruction/units report on: (Yearly Plan for Collaborative Strategic Development) <ul style="list-style-type: none"> <li>• Top priorities</li> <li>• Metrics to assess progress</li> <li>• Metric targets for next 3 years</li> <li>• Resource Requirements for next 3 years</li> <li>• Outcomes &amp; Continuous Improvement Efforts Reported in Subsequent Years</li> </ul>	October - November
I.	Strategic Planning and Budget Deliberations <ul style="list-style-type: none"> <li>• Refine Strategic directions, goals, and actions</li> <li>• Refine Metrics</li> <li>• Link to Resources</li> </ul>	December-January
J.	Strategic Planning Proposal to President	February
K.	Board of Trustees first reading of Strategic Plan Proposal	February
L.	Board of Trustees second reading of Strategic Plan Proposal	March
M.	Send Planning and Budget Feedback Reports to constituents	March
N.	Publish Strategic Plan, Subsequent Years Publish Strategic Directions Annual Report on the Planning Website, and Portal	April
O.	Submit Strategic Plan to Office of State Board of Education	April
P.	Assessments due to Planning Office	July

## **STRATEGIC DIRECTIONS**

Strategic directions answer the questions:

*Where is this College going?*

*How will the College fulfill its promises to the community?*

*What is the College's identity as a higher education institution?*

Strategic directions are the College's goals. As such, these statements unite the College by directing its

energies and resources toward a collective vision.

The strategic directions are both operational and visionary. They include the operating agreements, such as those for the College's culture, as well as strategies to make the College an institution of distinction and innovation.

The development of these strategic directions was collaborative. Beginning with quantitative data identifying regional growth in population and industries as well as perspectives gleaned from the stakeholder interviews, the Board established nine strategic directions. From these, the College leadership developed 58 specific strategies to achieve the nine broad goals. The College leadership then prioritized the strategic direction strategies and assigned 36 for implementation in 2010 – 2015 and deferred 22 of them to 2015 – 2020. The Strategic Directions Directory 2010 - 2015 indicates where to find the action steps and responsible party for each of the 36 strategies and includes cost estimates for each strategy.

These strategic directions provide the direction for resource allocation and outcome assessment by expressing the College's and community's vision of the future and setting timelines for institutional goals.

## **College of Western Idaho**

### **Directory for Institutional Strategic Directions 2010- 2015**

Institutional Strategic Direction 2010-2015	Action Steps In	
<p><b>Board Priority #1: Structure Student Success</b>            The College of Western Idaho will implement a variety of programs to foster students' success in reaching their educational and/or career goals.</p>		
<p>1. Develop an effective, mandatory course placement system including accurate assessment and course prerequisites.</p>	<p><i>Educational Master Plan 2010-2015</i></p>	-C
<p>2. Implement best practices in basic skills instruction and student services that are effective in moving students from basic skills into college-level courses.</p>	<p><i>Educational Master Plan 2010-2015</i></p>	C is
<p>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.</p>	<p><i>Educational Master Plan 2010-2015</i></p>	-C
<p>4. Develop a Transfer Admissions Guarantee program with universities.</p>	<p><i>Educational Master Plan 2010-2015</i></p>	-C
<p>5. Develop a structured First Semester Program to achieve the student's goals:</p>	<p><i>Educational Master Plan 2010-2015</i></p>	S m st ur A
<p>6. Develop partnerships with local employers for CWI students to have priority access to open positions.</p>	<p><i>Educational Master Plan 2010-2015</i></p>	-C
<p>7. Encourage student internships and/or service learning</p>	<p><i>Educational Master Plan 2010-2015</i></p>	E: In L pe
<p>8. Increase student engagement with the campus by supporting student government.</p>	<p><i>Student Enrichment (Student Activities) Unit Plan 2010-2015</i></p>	S: S: ur



Institutional Strategic Direction 2010-2015	Action Steps In	
<p><b>Board Priority #2: Develop Systems to Support Faculty and Staff</b>            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 maximize student success.</p>		
<p>1. Make excellence in instruction and customer service a college priority through resource allocation, evaluations, and needed support and training.</p>	<i>Educational Master Plan 2010-2015</i>	S fa w
<p>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.</p>	<i>Educational Master Plan 2010-2015</i>	E: P D C 2(  S st T
<p>3. Create a program to recognize faculty and staff excellence.</p>	<i>Educational Master Plan 2010-2015</i>	C is

Institutional Strategic Direction 2010-2015	Action Steps In	
<p><b>Board Priority #3: Implement Practices for Fiscal Stability</b>            The College of Western Idaho will operate within its available resources by improving operating efficiencies and implementing strategies to increase revenue.</p>		
<p>1. Determine how to fund growth out of existing resources.</p>	<i>Finance Plan 2010 - 2015</i>	-C
<p>2. Explore methods of increasing revenue to fund college operations and and infrastructure needs for future expansion.</p>	<i>Finance Plan 2010 - 2015</i>  <i>Institutional Advancement Plan 2010 - 2015</i>	T F e: fo
<p>3. Develop decision-making processes that include consideration of the fiscal implications of all proposals.</p>	<i>Making Decisions at the College of Western Idaho 2010</i>	-C

Institutional Strategic Direction 2010-2015	Action Steps In	
<p><b>Board Priority #4: Connect the College to the Community</b>            The College of Western Idaho will implement a variety of programs to bring the College into the community in meaningful ways.</p>		
1. Offer Professional Development and Adult Enrichment Education to Southwest Idaho.	<i>Educational Master Plan 2010-2015</i>	C is
2. Host community cultural events.	<i>Educational Master Plan 2010-2015</i>	N m pi
3. Invite community leaders/members to be guest speakers in class and to serve as mentors.	<i>Educational Master Plan 2010 - 2015</i>	-C
4. Request that faculty and staff volunteer to serve as guest speakers for local organizations. Recruit speaking engagements for the CWI speakers' bureau.	<i>Communications Plan 2010 - 2015</i>	N m

NOTE: The following Strategic Directions will be addressed at the October Trustee meeting.

Institutional Strategic Direction 2010-2015	Action Steps In	
<p><b>Complete the Nampa Campus Supplemented by Sites Distributed Across the Two Counties</b>            The College of Western Idaho will provide higher education opportunities to residents by building out the Nampa Campus as a comprehensive community college that supports an active student life with accommodations such as a student union, an arts and cultural center, and sports activities. This site will be supplemented by a substantial site in Ada County and by courses offered in a variety of locations near population centers.</p>	<p><i>Facilities Master Plan 2010- 2015</i>   <i>Finance Plan 2010-2015</i></p>	T
<p>Courses are offered</p> <ul style="list-style-type: none"> <li>- At local high schools during the afternoon and evenings;</li> <li>- At job training locations operated by local businesses and state agencies such as the Department of Labor; and</li> <li>- Through distance education. A robust program of courses/degrees offered through online instruction and student services is a strategy for the College to provide access to higher education for students who cannot readily attend classes at any location. This program is to be supported by training for faculty and students as well as the necessary technical infrastructure.</li> </ul>	<i>Educational Master Plan 2010-2015</i>	F - at  - to ur m es  - de

Institutional Strategic Direction 2010-2015	Action Steps In	
<p><b>Become a Sustainable College</b>  The College of Western Idaho will build its facilities and ancillary projects in a manner that is cost-effective while maximizing sustainability and minimizing operating expenditures. The College will adopt operating practices through partnerships with public utilities that minimize the use of public energy resources, public water systems, public waste disposal and attempt to move the College towards a closed system. The College will also develop educational programs and curriculum that train tomorrow's workforce in alignment with the community's industries related to sustainability.</p>		
1. Design buildings to meet eligibility for LEED Gold or Platinum buildings	<i>Facilities Master Plan 2010-2015</i>	T
2. Through partnership with Idaho Power, become energy self sufficient by minimizing energy consumption and generating the college's own electricity	<i>Facilities Master Plan 2010- 2015</i>	T
3. Use practices that minimize the use of fresh water through landscaping, use of reclaimed water and the capture of water runoff	<i>Facilities Master Plan 2010- 2015</i>	-C
4. Implement a recycling program	<i>Facilities Master Plan 2010- 2015</i>	T
5. Purchase furniture, carpet, and building materials made from recycled and sustainable components	<i>Facilities Master Plan 2010- 2015</i>	-C
6. Explore the development of new PTE programs and the adaptation of existing programs to meet the green workforce needs of the greater Boise area	<i>Units Plans for related disciplines/programs 2010-2015</i>	T

Institutional Strategic Direction 2010-2015	Action Steps In	
<p><b>Establish a Collaborative College Culture</b>            The College of Western Idaho will implement internal practices that embody the spirit and principles of participatory governance and acknowledge that members of the college community have the authority and responsibility to make recommendations in matters appropriate in scope to their roles in the college.</p>		
<p>1. Develop an organizational structure that serves students effectively/efficiently by integrating instruction and student services.</p>	<p><i>Organizational Plan 2010 - 2015</i></p>	-C
<p>2. Nurture innovation by being a college that works toward “yes” and adopts a no-fault approach to the results of innovations by reassuring those who experiment with, “It’s OK.”</p>	<p><i>Making Decisions at the College of Western Idaho 2010</i></p>	-C
<p>3. Rely on evidence to make decisions.</p>	<p><i>Making Decisions at the College of Western Idaho 2010</i></p>	-C
<p>4. Strive for inclusiveness, transparency, and a no-secrets approach to decision-making and communication.</p>	<p><i>Making Decisions at the College of Western Idaho 2010</i></p>	-C
<p>5. Value dialogue by encouraging brainstorming, exploring divergent perspectives, and working toward consensus.</p>	<p><i>Making Decisions at the College of Western Idaho 2010</i></p>	-C
<p>6. Adopt a culture of partnership in order to benefit from opportunities with entities outside of college, such as businesses, K-12 districts, universities, state agencies, and non-profit organizations.</p>	<p><i>Making Decisions at the College of Western Idaho 2010</i></p>	-C

Institutional Strategic Direction 2010-2015	Action Steps In	
<p><b>Implement an Innovative Academic Calendar</b>            After studying the feasibility of optional academic calendars, the College of Western Idaho will begin to offer classes on academic calendars that offer students multiple points of entry into the college and maximize the use of facilities.</p>	<p><i>Educational Master Plan 2010- 2015</i></p>	-C

Institutional Strategic Direction 2010-2015	Action Steps In	
<p><b>Increase Student Enrollment</b>            As a way to fulfill the College's potential, gain economies of scale, and establish a stable fiscal base, the College of Western Idaho will focus institutional energy on increasing student enrollment.</p>		
<p>1. Develop and implement an ongoing and aggressive student recruitment campaign.</p>	<p><i>Communications Plan 2010 - 2015</i></p>	<p>C is</p>
<p>2. Increase the community's college-going rate by partnering with K-12 districts to develop programs that:</p> <p>i. Admit qualified 11th and 12th grade students into core general education classes (dual enrollment and concurrent enrollment),</p> <p>ii. Admit 11th and 12th grade students into PTE courses, and</p> <p>iii. Give each high school junior and senior one CWI experience, such as touring the campus and taking one class.</p>	<p><i>Educational Master Plan 2010 – 2015</i></p> <p><i>Communications Plan 2010 - 2015</i></p>	<p>L e: o r a c l</p>
<p>3. Develop and implement practices to bring high school counselors and teachers, agency partners, and businesses to the campus to raise awareness of opportunities at CWI for their students.</p>	<p><i>Communications Plan 2010 - 2015</i></p>	<p>-C</p>
<p>4. Develop programs and practices that ensure that all segments of the population are proportionately represented in the college's student population.</p>	<p><i>Unit Plan for Enrollment Services 2010- 2015</i></p>	<p>-C</p>

Institutional Strategic Directions 2015-2020	Ac
<p><b>Structure Student Success</b> The College of Western Idaho will implement a variety of programs to foster students' success in reaching their educational goals.</p>	
1. Conduct college assessments in high schools and other community locations as well as on-campus.	Ec Pl
2. Assess high school students at the end of 10th grade so the students have sufficient time to correct identified gaps in their readiness for college.	Ec Pl
3. Integrate basic skills instruction into PTE curriculum.	Ec Pl
4. Develop a "Finish in Two" agreement for students who wish to complete their degrees in two years.	Ec Pl
5. Develop strategies to connect students and faculty outside of the classroom such as student jobs, mentorships, and sharing meals.	Ec Pl
6. Link courses across disciplines.	Ec Pl
7. Develop a middle college high school, a high school that draws 11th and 12th graders from all nearby K-12 districts who are united by their gifts or goals, such as an arts high school.	Ec Pl
<p>8. Find CWI solutions to these common barriers to student access:</p> <ul style="list-style-type: none"> <li>• Financial barriers beyond tuition, such as the cost of books, food, and transportation</li> <li>• Physical barriers of students who are homebound or live in remote areas</li> <li>• Barriers created by work obligations, such as minimum wage earners who need to work two jobs in order to survive and therefore have little/no time to gain the skills needed for livable wage jobs.</li> <li>• Social barriers of disconnected youth who neither work nor go to school.</li> </ul>	Ec Pl