



SPECIAL MINUTES
College of Western Idaho Board of Trustees
November 25, 2008
6056 Birch Lane, Nampa, ID
North of the Idaho Center

A special meeting of the Trustees for the College of Western Idaho was held November 25, 2008, at the CWI Administrative Offices at Aspen Creek Center, 6056 Birch Lane, in Nampa, Idaho. Chairman Jerry Hess presided.

Present:

Jerry Hess, Chairman
Mark Dunham, Vice Chairman (by phone)
Mary Carol (M.C.) Niland, Secretary (by phone)
Guy Hurlbutt (by phone)

Absent:

Hatch Barrett (Excused)

Strategic Plan.

Chairman Hess called the meeting to order at 9:15 a.m. Chairman Hess thanked the Trustees, Cathy Hampton, President Griffin, Sally Anderson, Kathy Hagler and Shirl Boyce for their work on the strategic Plan. Chairman Hess also thanked Tammy Ray for her input.

Chairman Hess stated that the reason for this meeting is to meet timelines set by other agencies and the Albertson foundation for the completion of the Strategic Plan.

Trustee Hurlbutt stated that he received a phone call from Tom Wilford of the Albertson Foundation inquiring on the planned date of completion of CWI's strategic plan. Mr. Wilford requested that the strategic plan accompany any request to the Foundation. Trustee Hurlbutt stressed the urgency of presenting a proposal and strategic plan by early next week. Per Mr. Hurlbutt, Kathy Hagler previously suggested that the Trustees approve the Mission, Vision, Core Values and Goals and that typically Trustees do not approve the strategies.

Chairman Hess suggested that the motion include verbiage that creates accountability.

Strategic Plan Discussion

(M)Dunham: to approve the Strategic Plan Mission, Vision, Core Values and Goals as stated; and approve in concept the strategies as outlined today and require that the President of the College of Western Idaho keep the Trustees apprised of any changes and that the Trustees be informed of the key performance indicators and timelines related to the strategies. Motion carried unanimously.

Albertsons Foundation Proposal Discussion.

It was agreed the following modifications would be made to the letter:


- The phrase "May 22, " would be deleted from the second paragraph
- The phrase "the enclosed" would be added just prior to "strategic plan" in the 3rd sentence of the 4th paragraph.
- The following sentence would be inserted just prior to the last sentence of the 4th paragraph: "This strategic plan, representing the work of the CWI Board of Trustees, staff, consultants, broad community involvement, and a stakeholders' advisory committee, has been completed and approved in a special Board of Trustee meeting on November 25th, 2008."

(M)Hess: to approve the letter and attachments with the proposed modifications as discussed in this meeting, to be submitted to the JA and Kathryn Albertson Foundation. Motion carried unanimously.

Old Business:

The Trustees and the President discussed the protocol of the December 11 meeting.

Chairman Hess adjourned the meeting at 10:25 a.m.



Mark Dunham, Secretary

1-20-09

Date



November 25, 2008

Thomas J. Wilford
J.A. & Kathryn Albertson Foundation
P.O. Box 70002
Boise, Idaho 83707-0102

Dear Mr. Wilford:

The Board of Trustees and staff of the College of Western Idaho (CWI) sincerely appreciate the J.A. and Kathryn Albertson Foundation. The Foundation's leadership was a key reason the voters in Canyon and Ada County approved a new community college on May 22, 2007.

We are committed to providing a community college in the valley that is cost-effective and reflects the vision outlined in the 2007 campaign. Just as the Foundation was integral to the success of the community college initiative, the Foundation's continued support for the college is essential for our success and direction.

We have accomplished much since that vote, and in January, 2009, we will open our doors for classes. This is a significant undertaking, and we have been challenged to absorb a significant amount of one-time start-up costs as well as an equally significant amount of ongoing costs to build the necessary infrastructure for the college in order to start providing education and services.

CWI President Dennis Griffin has done a terrific job helping the Board and the college get started, and his two-year commitment will end before we know it. One of our most critical and immediate goals and needs is a presidential search to identify CWI's next president. We expect to hire a search firm to assist us with this critical endeavor in December, and we are focused on identifying a new president who will help us fulfill the vision and expectations we are setting forth in the enclosed strategic plan that focuses on a community college for the 21st Century. This strategic plan, representing the work of the CWI Board of Trustees, staff, consultants, broad community involvement, and a stakeholders' advisory committee, has been completed and approved in a special Board of Trustee meeting on November 25th, 2008. We appreciate that the Foundation shares a similar vision for CWI.

Upon voter approval of the college, the Foundation was very gracious and generous in offering additional financial support toward CWI. On several occasions, college representatives have

met with Foundation representatives and discussed funding options. However, until now the Board of Trustees has refrained from formally asking for such support because we agree it is important to present the Foundation with a comprehensive overview of where funds would be allocated. We also recognize it is important for us to have earned the Foundation's support through our process and strategic plan. There are future expenses as well as those we have already paid that seem appropriate for the mission and goals set forth by the Foundation for financial support of CWI, and we are providing the Foundation with a comprehensive list as part of this formal request for financial support.

Attached you will find a list of one-time expenses broken into three categories. The first are expenses that CWI has already paid, the second are expenses CWI has yet to pay but are in our budget, and the third are likely and necessary but as yet are unbudgeted. Also included is an addendum that explains the listed costs.

We would appreciate your assistance in reimbursing us for the costs we have already incurred and your consideration of those yet to be incurred. In dealing with the former, we can submit actual invoices to show the exact amount that was expended.

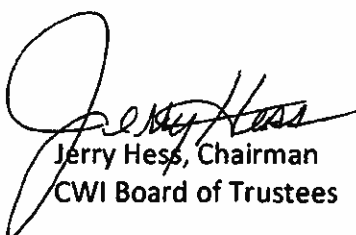
Though we appreciate that the Foundation made an initial commitment of \$10,000,000, our total request is less than that amount. We are striving to be realistic and judicious with our funds and our planning, and our request is reflective of our cost-effective work to date. In the future, as CWI matures and needs evolve, we may approach the Foundation for additional financial support.

From a priority standpoint, the following items are the most compelling and timely:

1. The costs already incurred (in the first column) totaling \$1,967,007.
2. The furniture, equipment and renovation costs of the Ada County facility totaling \$866,014.
3. Modular buildings for the Main Campus totaling \$928,800
4. Active Admissions software package totaling \$250,000
5. Consultants totaling \$360,950
6. Property Transfer expenses totaling \$1,482,000

Again, the Board of Trustees of the College of Western Idaho appreciates the Foundation's support and guidance. Working together we can certainly make a fundamental difference in the lives of so many and in the future of the Treasure Valley. Thank you for considering our request for funds, and please contact us if further information is needed.

Sincerely,



Jerry Hess, Chairman
CWI Board of Trustees



Strategic Plan 2015

MISSION

The College of Western Idaho provides affordable, quality teaching and learning for all regardless of time and distance

VISION

Opportunities for all to excel at learning for life!

INSTITUTIONAL CORE VALUES

At CWI, we commit to:

- Acting with integrity
- Serving all in an atmosphere of caring
- Sustaining our quality of life for future generations
 - Respecting the dignity of opinions
 - Innovating for the 21st Century
 - Leaving a legacy of learning

STRATEGIC GOALS AND STRATEGIES

Goal 1: CWI is known for its quality, 21st century teaching in all learning environments.

Strategy 1: Create competency-based curricula that align with secondary education and 4-yr institutions.

Strategy 2: Incorporate consistent student learning outcomes across curricula for basic workplace skills.

Strategy 3: Provide quality student assessment that facilitates successful student goal attainment.

Strategy 4: Establish alternative modes of delivery including class times, locations, and the use of technology by collaborating with Idaho Distance Learning Academy, community, and education leaders to target existing space that mutually benefits students and CWI.

Strategy 5: Create consistency of services at all locations.

Strategy 6: Utilize 21st century technologies to enhance teaching and learning.

Goal 2: CWI attracts and retains students through quality teaching, accessible and affordable programs and responsive approach.

Strategy 1: Create an aggressive communication campaign for CWI.

Strategy 2: Create a comprehensive Strategic Enrollment Management Plan through a one-stop process for student recruitment and retention by fall of 2009.

Strategy 3: Develop partnerships with secondary and post-secondary institutions to transition students seamlessly.

Strategy 4: Establish an advisor system that requires that all students have an advisor to support them from declaration of interest through graduation and transition to college or career.

Strategy 5: Establish education and training programs and services for all under-served populations such as retirees/60+, traditional college age but not in college, non-traditional college, and those with language or cultural barriers.

Strategy 6: Promote availability of financial resources for federal financial aid, scholarships, grants and other sources.

Strategy 7: Utilize partnerships with businesses, industries and employers to recruit and retain students through goal attainment.

Strategy 8: Develop transition services to next level of educational preparation for ABE students.

Strategy 9: Develop an early intervention process to ensure student goal attainment.

Goal 3: CWI establishes collaborative partnerships with industry and business to provide rapid response training.

Strategy 1: Establish systems to continuously assess trends, demographic shifts, economic environments and workforce needs.

Strategy 2: Partner with employers to increase the number of skilled employees in the areas of greatest unmet need.

Strategy 3: Establish effective councils with business and industry to support CWI.

Strategy 4: Utilize community talent and resources to support and mentor students.

Strategy 5: Expand student internships with business and industry.

Strategy 6: Develop proactive processes to accommodate employer needs with speed and quality.

Goal 4: CWI provides quality services to all learners to enhance community vitality, employability and personal achievement.

Strategy 1: Establish adult basic education, GED, ESL programs and tutoring services.

Strategy 2: Create on-going processes to determine the scope of needs in the community for ABE.

Strategy 3: Develop effective support services for students to ensure success including but not limited to assessment, tutoring, career counseling placement, special needs.

Strategy 4: Deliver state of the art on-line learning and hybrid courses.

Goal 5: CWI demonstrates operational excellence through highly competent personnel and effective processes in a collaborative and innovative work culture.

Strategy 1: Meet institutional accreditation requirements through the Northwest Commission on Colleges and Universities on or before 2015 and programmatic accreditation standards where appropriate.

Strategy 2: Implement clear, inclusive and transparent governance and planning model for the college community.

Strategy 3: Create processes for proactive research and development of local needs and best practice innovations.

Strategy 4: Establish internal processes for student and staff satisfaction feedback.

Strategy 5: Implement effective methods of communication to inform and provide opportunities for feedback on CWI issues.

Strategy 6: Develop systems for the recruitment, development and retention of high quality personnel.

Strategy 7: Implement a mandatory orientation program for all employees to shape culture.

Strategy 8: Create a work environment that values team work, collaboration and innovation.

Goal 6: CWI is a hub for enriching people's lives regardless of time, distance and location.

Strategy 1: Create flexible start times for all courses and training.

Strategy 2: Maximize online teaching and training opportunities.

Strategy 3: Continually identify unfilled community needs for enrichment programs that fit within a community college culture.

Goal 7: CWI keeps pace with future learning through state of the art environment and facilities.

Strategy 1: Complete a facilities master plan.

Strategy 2: Consider new "bricks and mortar" facilities after determining that existing structures in the District and available, affordable technologies are not able to provide the projected need for services.

Goal 8: CWI sustains sound fiscal practices with multiple revenue streams.

Strategy 1: Establish a CWI Foundation.

Strategy 2: Develop a sound strategy for advancement.

Strategy 3: Develop an expertise in grant identification and application.

Strategy 4: Develop an ongoing and effective liaison with the Idaho Legislature and other governmental officials.

Strategy 5: Establish and monitor data to confirm fiscal responsibility.

Strategy 6: Seek additional sources of revenue when possible.

College of Western Idaho
Categorized One-Time Expenditures

| Item | Vendor | Costs Already Incurred | Costs Committed | Future Costs |
|--|-----------------------|------------------------|-----------------|--------------|
| Attorney | | | | |
| Consulting Fees | Eberle, Berlin, | \$63,271 | \$75,000 | |
| Aspen Creek Office Space | | | | |
| Fiber Extension | | | \$30,000 | |
| Building Control Software | | | \$25,000 | |
| Consultants | | | | |
| Learning Environment Plan | Copa | | | \$88,950 |
| Board Training/Strategic Planning Implementations | Hagler | | Priority #5 | \$72,000 |
| Campus Master Plan | TBD | | | 200,000 |
| Strategic Planning | Hagler | \$56,500 | | |
| Strategic Conversations (Community Input) | Hagler | \$41,000 | | |
| Financial Support / Human Resources | Spiwak | | | 93,000 |
| Development & Delivery of Employee Orientation | Hagler | | \$65,000 | |
| Business Plan Outline | Gee | \$2,500 | | |
| Board Policies | Gee | \$23,345 | | |
| Development of the Operational Plan and Gantt Charts | Gee | \$21,742 | | |
| Liaison with CWI, CSI and SDPTE | Gee | | \$20,000 | |
| Strategic Communications Plan & Brand Definition | Red Sky/Worrell Comm. | \$47,716 | | |
| Development Work for RFQ for Campus Master Plan | Teater | | \$20,000 | |
| PTE Three Year Relocation Plan | Teater | | | \$30,000 |
| Facilities Utilization Plan for Instruction | Teater | | | \$55,000 |
| Education Suitability Analysis of Space | Teater | | | \$10,000 |
| Security Emergency Plan | TBD | | | \$12,000 |
| Foundation Establishment | TBD | | | \$50,000 |
| Information Technology | | | | |
| Active Admissions | | | | |
| Datatel Software | | \$318,700 | Priority #4 | \$250,000 |
| Datatel Professional Services Education Package: | | | | |
| Implementation & Training Costs | | \$727,655 | | |
| Retention Alert Package | | \$25,000 | | |
| Portal Success Partner | | \$7,200 | | |
| ImageNow: | | | | |
| Software | | \$58,510 | | |
| Capture Hardware | | \$12,500 | | |
| Professional Services | | \$60,760 | | |
| Training & Subscription Services | | \$1,495 | | |
| Document Scanning Devices | | \$12,200 | | |
| NovusHR: | | | | |
| Software | | \$19,500 | | |
| Onsite Installation & Setup | | \$6,300 | | |

College of Western Idaho
Categorized One-Time Expenditures

| Item | Vendor | Costs Already Incurred | Costs Committed | Future Costs |
|--|---------|------------------------|-----------------|--------------|
| Information Technology (Continued) | | | | |
| Source: | | | | |
| Print Logic Software | | \$9,995 | | |
| FormPort Developers Kit | | \$4,995 | | |
| MICR Keylock | | \$1,195 | | |
| Check Printers | | \$1,800 | | |
| Accounts Payable & Check Advice Development | | \$2,390 | | |
| Datacenter Co-location Facility: | | | | |
| Sysix Hardware | | \$357,028 | | |
| CWI Phone System | | \$54,015 | | |
| Data Costs for Start-up | | \$29,995 | | |
| Instructional Technology | | | | |
| Blackboard Learning Management System: | | | | |
| Software for Blackboard LMS | | | \$70,000 | |
| Instruction Technology Software | | | \$45,000 | |
| On-line Curriculum Design | | | \$47,340 | |
| Student On-line Storage Systems | | | \$88,000 | |
| Video Conference Systems | | | \$26,500 | |
| Library Start-up | | | | |
| Start-up Costs | | | \$106,500 | |
| Modulars for Main Campus | | | | |
| 5 Units (2,000 sq. ft. each) and setup | | | | \$775,000 |
| Furniture, Fixtures & Equipment for Modulars | | | | \$153,800 |
| Property Transfer Expenses | | | | |
| Survey | Skinner | \$1,700 | | |
| Furniture, Fixtures & Equipment for Instruction | | | \$822,000 | |
| Main Campus Parking Lot Bond | | | \$545,000 | |
| Transfer Contracts for Main Campus Academic Bldg | | | \$115,000 | |
| Presidential Search | | | | |
| Consultant Fees & Misc. | | | \$85,000 | |
| Costs for Ada County Location | | | | |
| Instructional Lease Space (31,000 sq. ft. @ \$19.50) | | | \$604,500 | |
| Instructional Furniture and Equipment for Leased Space | | | \$466,014 | |
| Renovation of Lease Space to Meet Educational Needs | | | \$300,000 | |
| Relocation Costs for Moving Selland College | | | \$100,000 | |
| Sub-Totals | | \$ 1,967,007 | \$ 3,655,854 | \$ 1,789,750 |
| GRAND TOTAL | | | \$ | \$ 7,412,611 |

ALBERTSONS PROPOSAL
ADDENDUM A

ATTORNEY FEES

Consulting Fees

ASPEN CREEK ADMINISTRATIVE OFFICE SPACE

Fiber Extension

Project to connect the main campus building to the Aspen Creek Administrative office.

Building Control Software

Software system that controls door access for security and heating, ventilation and air conditioning.

CONSULTANTS

George Copa - Creating a Learning Environment Plan

Kathy Hagler - Strategic Planning

Development of a strategic plan for CWI, with community involvement, engagement and follow-up that addresses both the short term requirements and the longer term strategic vision.

TBA - Campus Master Plan

Design and layout for developing a community college campus.

Rand Spiwak - Financial Support/Human Resources

Review of internal business controls and Human Resources procedures.

Kathy Hagler - Strategic Conversations (community input)

Development of a series of community "Strategic Conversations" to inform, engage and seek input from business leaders and the general public.

Kathy Hagler - Board Training/Strategic Planning Implementations

Development of systematic processes that are built into CWI for board training, staff induction and continuous improvement. Implement Phase I of the Strategic Planning Process: provide planning documents to staff, stakeholders and community members; develop and implement a reporting system for implementation of the plan; develop a key performance indicator data collection process for the staff to use in analyzing future progress.

Kathy Hagler - Development & Delivery of Employee Orientation

CWI WAY is a training program for new employees. We believe that CWI is an exciting and special community in which to work, contribute and learn. This training program will help employees learn about CWI and equip them with the knowledge and skills that will support their success here. It will be required for

all employees. The course will be written, delivered to employees, and a train the trainer will be conducted to ensure on-going delivery by the staff of CWI.

Jerry Gee - Business Plan Outline

Development of a business plan for CWI for submission to the SBOE.

Jerry Gee - Board Policies

The development of agreed upon policies and procedures for the College.

Jerry Gee - Development of the Operational Plan and Gantt Charts

Development of timelines that identify key items to be accomplished in the next year and a half.

Jerry Gee - Liaison with CWI, CSI, and SDPTE

Implement and monitor the MOU with CWI and the transition of Selland College to CWI.

Red Sky/Worrell Communications - Strategic Communications Plan & Brand

Definitions

Development of a strategic communication plan that will guide CWI's message to its various constituencies; development of a brand that is visual and verbal which will distinguish CWI from its competitors. This item reflects the costs to create and implement an advertising program directed at the area population to bring students to the College of Western Idaho for the spring Semester beginning January 20, 2009.

David Teater - Development Work for RFQ for Campus Master Plan

Development of preliminary language for an RFQ for a campus master plan. Information developed will become the basis for additional reviews of the RFQ process.

David Teater - PTE Three Year Relocation Plan

Development of a plan to relocate the Selland College from the Boise State campus by July 1, 2012.

David Teater - Facilities Utilization Plan for Instruction

Development of Space Utilization plan for existing PTE Programs and to identify future needs.

David Teater - Education Suitability Analysis of Space

Study to determine if identified space will meet the initial needs of programs that need to move by July 1, 2009.

TBA - Security Emergency Plan

Development of a plan for dealing with emergency situations on the CWI campus.

TBA - Foundation Establishment

The College of Western Idaho will establish its own 501(c)(3) foundation to receive gifts from individuals, businesses and other foundations. Per rules by the Internal Revenue Service (IRS), the foundation must have its own board of directors and staff. CWI will engage a consultant to conduct a feasibility study for setting up the foundation. Information obtained from this study will consist of these four essential requirements: (1) appeal of establishing a foundation, (2) availability of financial support and commitment, (3) leadership, and (4) organization. The study will determine the strategy, timing, planning, strengths and challenges facing the college, as well as availability of leadership.

INFORMATION TECHNOLOGY

Active Admissions

Active Admissions is a module within Datatel that redesigns our web site as a recruiting, retention and life cycle for students.

Datatel Software

Enterprise Resource Planning System for higher education that manages all facets of an organization including Finance, HR, Payroll, Student Services, Student Recruitment, etc.

Datatel Professional Services Education Package

"Fast Start" implementation of Datatel that includes the setup and installation of the entire system within 9 months. Normal implementation is 18 months to two years.

ImageNow

Document imaging software that digitizes, organizes stores and retrieves documents related to core business processes.

NovusHR

Web based online applicant tracking system that allows organizations the ability to automate the entire recruiting and hiring process.

Source4

Check printing system for Accounts Payable and Payroll.

Datacenter Co-location Facility

TW Telecom (formerly Time Warner Telecom) hosting facility for equipment to support the infrastructure IT needs of the college.

INSTRUCTIONAL TECHNOLOGY

Blackboard Learning Management System

A family of software applications designed to enhance teaching and learning, and to help instructors build course materials online and to engage with students in an interactive 21st century environment.

LIBRARY START-UP COSTS

Expenses related to creating a library for CWI students.

MODULARS FOR MAIN CAMPUS

Five Units

Space needed to support Student Services, faculty and staff on main campus.
Estimated cost of \$77.50 per square foot, including infrastructure.

Furniture, Fixtures & Equipment for Modulars

Furniture, fixtures and equipment needed for modulars.

PROPERTY TRANSFER EXPENSES

Transfer of BSU-West and Canyon County Center

Expenses related to transferring BSU-West and the Canyon County Center from Boise State University to the College of Western Idaho, i.e. land survey, furniture, fixtures and equipment for modulars, and the parking lot bond.

Transfer Contracts for Main Campus Academic Building

Costs associated with transferring building contracts such as HVAC, Vending, Security and Alarm Systems, etc.

PRESIDENTIAL SEARCH

Consultant fees and miscellaneous costs associated with a national search.

COSTS FOR ADA COUNTY LOCATION

Instructional Lease Space:

In the MOU between BSU and CWI, to transfer the BSU-West property, CWI agreed to vacate PTE programs occupying 31,000 sq. ft. at the BSU Boise campus by July 1st, 2009. A building will need to be identified in Boise to accommodate these programs.

Instructional Furniture & Equipment for Leased Space

Furniture, fixtures and equipment needed to support the lease space.

Renovation of Lease Space to Meet Educational Needs

The identified space will need to be remodeled for educational purposes for classrooms, labs and office space.

Relocation Costs for Moving the Selland College

Costs associated with the actual moving of 31,000 sq ft of classrooms, offices and employees.