



COLLEGE OF SOUTHERN IDAHO BOARD OF TRUSTEES

February 22, 2016

EXECUTIVE SESSION

3:00 P.M.

Taylor Building – President’s Board Room

BOARD OF TRUSTEES MEETING

4:00 P.M.

Taylor Building – Room 277

AGENDA

CALL TO ORDER

APPROVAL OF MEETING AGENDA: (A) *Chairman Kleinkopf*

MINUTES – EXECUTIVE SESSION – JANUARY 19TH, 2016: (A) *Jeff Harmon*

MINUTES – REGULAR MEETING – JANUARY 19TH, 2016: (A) *Jeff Harmon*

MINUTES – SPECIAL SESSION – FEBRUARY 5TH, 2016: (A) *Jeff Harmon*

MINUTES – SPECIAL SESSION – FEBRUARY 12TH, 2016: (A) *Jeff Harmon*

TREASURER’S REPORT: (A) *Jeff Harmon*

HEAD START OPERATIONAL REPORT: (A) *Mancole Fedder*

OPEN FORUM

UNFINISHED BUSINESS

NEW BUSINESS

RESOLUTION ON COLLEGE OF SOUTHERN IDAHO BANK SIGNATURE AUTHORITY:

(A) *Jeff Harmon*

APPROVAL OF CSI STRATEGIC PLAN 2016-2021: (A) *Chris Bragg*

BOARD LIAISON FOR HERRETT CENTER DISCUSSION: (I) *Jan Mittleider*

LEGISLATIVE UPDATE: (I) *President Fox*

REMARKS FOR THE GOOD OF THE ORDER

PRESIDENT’S REPORT: (I) *President Fox*

ADJOURNMENT

THE COLLEGE OF SOUTHERN IDAHO
COMMUNITY COLLEGE DISTRICT
FEBRUARY REGULAR BOARD OF TRUSTEES MEETING
February 22, 2016

CALL TO ORDER: 4:00 p.m. Presiding: Karl Kleinkopf

Attending: Trustees: Karl Kleinkopf, Dr. Thad Scholes,
Laird Stone, Bob Keegan and Jan Mittleider

College Administration: Dr. Jeff Fox, President
Robert Alexander, Board Attorney
Dr. Todd Schwarz, Executive Vice President and Chief
Academic Officer
Jeff Harmon, Vice President of Administration
Curtis Eaton, Special Advisor to the President
Dr. Michelle Schutt, Associate Vice President of Student
Services
Jayson Lloyd, Dean of Instruction
Terry Patterson, Dean of Instruction
Chris Bragg, Associate Dean of Intuitional Effectiveness
Nolan Goubeaux, Associate Dean of Student Affairs
Allen Scherbinske, Interim Physical Plant Director
Doug Maughan, Public Information Director
Debra Wilson, Executive Director CSI Foundation
Eric Nielson, Director of Human Resources
Jim Munn, Director of Safety
Mancole Fedder, Director of Head Start
Dr. Teri Fattig, Director of Library & Herrett Center
Kathy Deahl, Administrative Assistant to the President

CSI Employees: Dr. Michele McFarlane, Spencer Cutler

Visitors: Mike Dahmer

Faculty Representative: RD Van Noy and Jonathan Lord

PACE Representative: Kim LaPray and Larisa Alexander

Times News: Julie Wootton

KMVT: None

CSI Trustees

February 22, 2016

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APPROVAL OF AGENDA: The agenda was approved as written on MOTION by Bob Keegan. Affirmative vote was unanimous.

BOARD MINUTES: The following Board minutes as written were accepted by the Board.

January 19, 2016 Regular Session
January 19, 2016 Executive Session
February 5, 2016 Special Session
February 12, 2016 Special Session

TREASURER'S REPORT: The Treasurer's report was accepted by the Board on MOTION by Dr. Thad Scholes. Affirmative vote was unanimous.

HEAD START/EARLY HEAD START REPORT: The Board approved the Head Start/Early Head Start monthly fiscal and operational reports for Head Start/Early Head Start as presented, on MOTION by Jan Mittleider. Affirmative vote was unanimous.

OPEN FORUM:

None

UNFINISHED BUSINESS:

None

NEW BUSINESS:

1. A resolution was adopted by the board permitting Kristy Carpenter to sign checks on all bank accounts at the college, on MOTION by Bob Keegan. Affirmative vote was unanimous.
2. The Board approved the colleges 2016-2021 strategic plan that was presented by Chris Bragg, on MOTION by Dr. Thad Scholes. Affirmative vote was unanimous.
3. The Board approved Jan Mittleider to serve as the board liaison for the Herrett Center for Arts and Sciences, on MOTION by Bob Keegan. Affirmative vote was unanimous.

REMARKS FOR THE GOOD OF THE ORDER

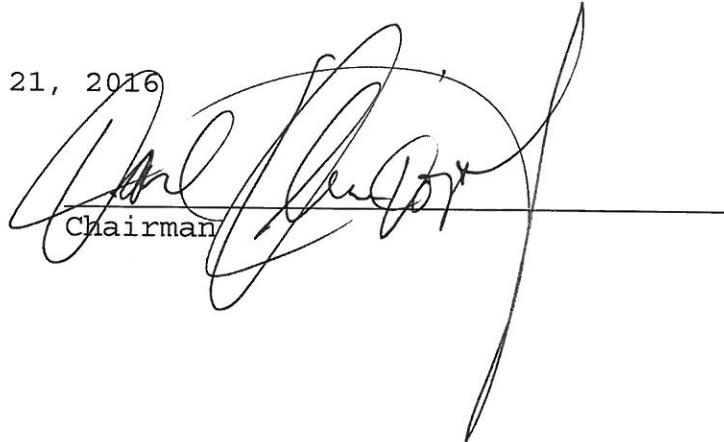
1. The President reported on his activities for the month.

ADJOURNMENT was declared at 4:40 p.m.



Jeffrey M. Harmon,
Secretary Treasurer

Approved: March 21, 2016



Chairman

General Fund YTD Board

YEAR: 1516

Statement of Revenue and Expenses

Acct Month: 7

Wednesday, February 10, 2016

Last Year

This Year

Budget

Remaining Budget

Rem Bud%

Revenue

Tuition & Fees	(\$9,497,953.89)	(\$9,435,640.85)	(\$10,543,400.00)	(\$1,107,759.15)	10.51%
County Tuition	(\$769,871.25)	(\$1,521,270.31)	(\$1,356,000.00)	\$165,270.31	-12.19%
State Funds	(\$15,616,489.27)	(\$18,813,307.08)	(\$18,793,300.00)	\$20,007.08	-0.11%
County Property Tax	(\$591,399.76)	(\$3,825,262.13)	(\$6,602,700.00)	(\$2,777,437.87)	42.07%
Grant Management Fees	(\$299,152.87)	(\$317,513.24)	(\$550,000.00)	(\$232,486.76)	42.27%
Other	(\$360,641.84)	(\$301,517.44)	(\$407,600.00)	(\$106,082.56)	26.03%
Unallocated Tuition	(\$1,401,259.21)	(\$1,667,211.45)	\$0.00	\$1,667,211.45	0.00%
Departmental Revenues	(\$533,678.06)	(\$670,654.72)	(\$713,100.00)	(\$42,445.28)	5.95%

Total Revenue (\$29,070,446.15) (\$36,552,377.22) (\$38,966,100.00) (\$2,413,722.78) 6.19%

Expenditures

Personnel

Salaries	\$11,401,628.05	\$11,473,876.23	\$20,799,200.00	\$9,325,323.77	44.84%
Variable Fringe	\$2,350,894.30	\$2,378,126.46	\$4,263,200.00	\$1,885,073.54	44.22%
Health Insurance	\$1,985,277.69	\$2,129,135.14	\$3,929,300.00	\$1,800,164.86	45.81%
Total Personnel	\$15,737,800.04	\$15,981,137.83	\$28,991,700.00	\$13,010,562.17	44.88%

Expense Catagories

Services	\$1,183,982.76	\$1,587,959.71	\$2,689,300.00	\$1,101,340.29	40.95%
Supplies	\$532,720.98	\$569,052.42	\$1,061,200.00	\$492,147.58	46.38%
Other	\$363,249.26	\$530,778.65	\$561,400.00	\$30,621.35	5.45%
Capital	\$222,517.63	\$382,976.42	\$749,300.00	\$366,323.58	48.89%
Institutional Support	\$4,108,953.81	\$4,054,019.72	\$4,913,200.00	\$859,180.28	17.49%
Transfers	\$17,162.50	\$32,226.68	\$0.00	(\$32,226.68)	0.00%
Total Expense Catagories	\$6,428,586.94	\$7,157,013.60	\$9,974,400.00	\$2,817,386.40	28.25%

Total Expenditures \$22,166,386.98 \$23,138,151.43 \$38,966,100.00 \$15,827,948.57 40.62%

Rev/Expense Total (\$6,904,059.17) (\$13,414,225.79) \$0.00 \$13,414,225.79 0.00%

MONTHLY FINANCIAL REPORT
COLLEGE OF SOUTHERN IDAHO HEAD START

CATEGORY	TOTAL APPROVED	TOTAL THIS MONTH	CASH OUTLAY TO DATE	BALANCE	BALANCE OF BUDGET	PROJ %	ACTUAL %
SALARIES	\$ 3,898,012.00	\$ 211,762.80	\$ 2,723,419.55	\$ 1,174,592.45	\$ 1,174,592.45	72.2%	69.9%
BENEFITS	\$ 2,243,194.00	\$ 116,397.76	\$ 1,456,315.46	\$ 786,878.54	\$ 786,878.54	72.2%	64.9%
OUT OF AREA TRAVEL	\$ -	\$ -	\$ -	\$ -	\$ -		
EQUIPMENT	\$ 68,000.00	\$ -	\$ 24,565.02	\$ 43,434.98	\$ 43,434.98	72.2%	36.1%
SUPPLIES		\$ -	\$ -				
OFFICE SUPPLIES	\$ 18,689.00	\$ 99.60	\$ 15,151.33	\$ 3,537.67	\$ 3,537.67	72.2%	81.1%
CLASSROOM SUPPLIES	\$ 30,635.00	\$ 42.13	\$ 28,306.00	\$ 2,329.00	\$ 2,329.00	72.2%	92.4%
CENTER SUPPLIES	\$ 42,322.00	\$ 5,134.23	\$ 68,914.69	\$ (26,592.69)	\$ (26,592.69)	72.2%	162.8%
TRAINING SUPPLIES	\$ 3,733.00	\$ (2,814.07)	\$ 11,540.05	\$ (7,807.05)	\$ (7,807.05)	72.2%	309.1%
FOOD	\$ 7,183.00	\$ 117.42	\$ 2,819.07	\$ 4,363.93	\$ 4,363.93	72.2%	39.2%
CONTRACTUAL		\$ -	\$ -				
OTHER		\$ -	\$ -				
CONTRACTS	\$ 15,634.00	\$ 3,781.66	\$ 9,657.66	\$ 5,976.34	\$ 5,976.34	72.2%	61.8%
MEDICAL	\$ 13,843.00	\$ 396.00	\$ 8,006.60	\$ 5,836.40	\$ 5,836.40	72.2%	57.8%
DENTAL	\$ 18,772.00	\$ 806.00	\$ 5,613.88	\$ 13,158.12	\$ 13,158.12	72.2%	29.9%
CHILD TRAVEL	\$ 158,148.00	\$ 7,021.26	\$ 125,099.30	\$ 33,048.70	\$ 33,048.70	72.2%	79.1%
EMPLOYEE TRAVEL	\$ 41,214.00	\$ (2,841.02)	\$ 26,454.05	\$ 14,759.95	\$ 14,759.95	72.2%	64.2%
STAFF TRAINING	\$ -	\$ (1,630.35)	\$ 3,224.38	\$ (3,224.38)	\$ (3,224.38)	72.2%	0.0%
PARENT TRAINING	\$ 25,591.00	\$ 1,748.70	\$ 16,490.77	\$ 9,100.23	\$ 9,100.23	72.2%	64.4%
FACILITIES/CONST.	\$ 84,101.00	\$ 26,602.25	\$ 101,448.74	\$ (17,347.74)	\$ (17,347.74)	72.2%	120.6%
DEPRECIATION	\$ 45,840.00	\$ 2,447.08	\$ 32,021.56	\$ 13,818.44	\$ 13,818.44	72.2%	69.9%
UTILITIES	\$ 91,286.00	\$ 5,582.57	\$ 57,991.36	\$ 33,294.64	\$ 33,294.64	72.2%	63.5%
TELEPHONE	\$ 53,873.00	\$ 4,373.16	\$ 43,313.62	\$ 10,559.38	\$ 10,559.38	72.2%	80.4%
MISC SERVICES	\$ 80,435.00	\$ 5,662.06	\$ 72,759.97	\$ 7,675.03	\$ 7,675.03	72.2%	90.5%
TOTAL DIRECT COSTS	\$ 6,940,505.00	\$ 384,689.24	\$ 4,833,113.06	\$ 2,107,391.94	\$ 2,107,391.94	72.2%	69.6%
ADMIN COSTS (8.228%)	\$ 508,386.00	\$ 27,001.05	\$ 342,821.91	\$ 165,564.09	\$ 165,564.09	72.2%	67.4%
GRAND TOTAL	\$ 7,448,891.00	\$ 411,690.29	\$ 5,175,934.97	\$ 2,272,956.03	\$ 2,272,956.03	72.2%	69.5%
IN KIND NEEDED	\$ 1,862,223.00						
IN KIND GENERATED	\$ 1,188,991.15						
IN KIND (SHORT)/LONG	\$ (673,231.85)						
PROCUREMENT CARD EXPENSE	\$ 19,737.78	5% of Total Expense. Detailed report of PCARD charges available upon request.					
USDA	Food	Non-Food	Repair/Maint	Total for Month	Revenue Received	YTD Expense	
Total All Centers	10,992.40	2,205.56	300.13	13,498.09	-	94,079.38	

CATEGORY	TOTAL APPROVED	TOTAL THIS MONTH	CASH OUTLAY TO DATE	BALANCE	PROJECTED %	ACTUAL %
OUT OF AREA TRAVEL	\$ 52,779.00	\$ 5,472.77	\$ 24,397.92	\$ 28,381.08	72.2%	46.2%
SUPPLIES			\$ -			
Training Supplies	\$ 6,424.00	\$ 2,867.35	\$ 3,560.64	\$ 2,863.36	72.2%	55.4%
OTHER			\$ -			
Contracts	\$ -	\$ 76.82	\$ 76.82			
Staff Training	\$ 25,004.00	\$ 1,354.29	\$ 35,383.58	\$ (10,379.58)	72.2%	141.5%
TOTAL DIRECT COSTS	\$ 84,207.00	\$ 9,771.23	\$ 63,418.96	\$ 20,788.04	72.2%	75.3%
GRAND TOTAL	\$ 84,207.00	\$ 9,771.23	\$ 63,418.96	\$ 20,788.04	72.2%	75.3%
IN KIND NEEDED	\$ 21,052.00					
IN KIND GENERATED	\$ 35,937.00					
IN KIND (SHORT)/LONG	\$ 14,885.00					

CATEGORY	TOTAL	TOTAL THIS	CASH OUTLAY	BALANCE	BALANCE	PROJ	ACTUAL
	APPROVED	MONTH	TO DATE	BALANCE	OF BUDGET	%	%
SALARIES	\$ 809,470.00	\$ 48,645.42	\$ 586,956.12	\$ 222,513.88	\$ 222,513.88	72.2%	72.5%
BENEFITS	\$ 411,003.00	\$ 24,417.51	\$ 288,395.21	\$ 122,607.79	\$ 122,607.79	72.2%	70.2%
OUT OF AREA TRAVEL	\$ -	\$ -	\$ -	\$ -	\$ -		
EQUIPMENT	\$ 50,000.00	\$ -	\$ 15,160.48	\$ 34,839.52	\$ 34,839.52	72.2%	30.3%
SUPPLIES		\$ 29.98	\$ 29.98				
OFFICE SUPPLIES	\$ 5,305.00	\$ -	\$ 2,000.72	\$ 3,304.28	\$ 3,304.28	72.2%	37.7%
CENTER SUPPLIES	\$ 14,766.00	\$ 564.81	\$ 14,416.17	\$ 349.83	\$ 349.83	72.2%	97.6%
CLASSROOM SUPPLIES	\$ 17,776.00	\$ -	\$ 5,370.90	\$ 12,405.10	\$ 12,405.10	72.2%	30.2%
TRAINING SUPPLIES	\$ 3,750.00	\$ -	\$ 2,273.20	\$ 1,476.80	\$ 1,476.80	72.2%	60.6%
FOOD	\$ 2,066.00	\$ 37.18	\$ 189.62	\$ 1,876.38	\$ 1,876.38	72.2%	9.2%
CONTRACTUAL		\$ -	\$ -				
OTHER		\$ -	\$ -				
CONTRACTS	\$ 61,481.00	\$ 5,396.58	\$ 42,102.15	\$ 19,378.85	\$ 19,378.85	72.2%	68.5%
MEDICAL	\$ 5,353.00	\$ -	\$ 587.70	\$ 4,765.30	\$ 4,765.30	72.2%	11.0%
DENTAL	\$ 5,853.00	\$ 163.00	\$ 1,267.74	\$ 4,585.26	\$ 4,585.26	72.2%	21.7%
CHILD TRAVEL	\$ 6,114.00	\$ 1,730.27	\$ 6,341.58	\$ (227.58)	\$ (227.58)	72.2%	103.7%
EMPLOYEE TRAVEL	\$ 5,566.00	\$ 1,906.75	\$ 12,148.96	\$ (6,582.96)	\$ (6,582.96)	72.2%	218.3%
CAREER DEVELOP	\$ -	\$ 180.33	\$ 2,103.82	\$ (2,103.82)	\$ (2,103.82)		0.0%
PARENT TRAINING	\$ 13,450.00	\$ 1,326.25	\$ 14,991.52	\$ (1,541.52)	\$ (1,541.52)	72.2%	111.5%
FACILITIES/CONST.	\$ 4,481.00	\$ 705.60	\$ 7,217.58	\$ (2,736.58)	\$ (2,736.58)	72.2%	161.1%
DEPRECIATION	\$ 30,600.00	\$ 1,700.00	\$ 22,100.00	\$ 8,500.00	\$ 8,500.00	72.2%	72.2%
UTILITIES	\$ 13,024.00	\$ 5,380.36	\$ 13,135.85	\$ (111.85)	\$ (111.85)	72.2%	100.9%
TELEPHONE	\$ 6,176.00	\$ 1,281.10	\$ 8,318.09	\$ (2,142.09)	\$ (2,142.09)	72.2%	134.7%
MISC SERVICES	\$ 9,317.00	\$ 1,764.01	\$ 13,506.66	\$ (4,189.66)	\$ (4,189.66)	72.2%	145.0%
TOTAL DIRECT COSTS	\$ 1,475,551.00	\$ 95,229.15	\$ 1,058,614.05	\$ 416,966.93	\$ 416,966.93	72.2%	71.7%
ADMIN COSTS (8.228%)	\$ 103,712.00	\$ 6,011.62	\$ 72,323.31	\$ 31,388.69	\$ 31,388.69	72.0%	69.7%
GRAND TOTAL	\$ 1,579,263.00	\$ 101,240.77	\$ 1,130,937.36	\$ 448,325.64	\$ 448,355.62	72.2%	71.6%
IN KIND NEEDED	\$ 394,816.00						
IN KIND GENERATED	\$ 504,836.97						
IN KIND (SHORT)/LONG	\$ 110,020.97						
USDA	Food	Non-Food	Repair/Maint	Total for Month	Revenue Received	YTD Expense	
Total All Centers	305.39	74.19	21.98	401.56	-	7,393.42	

CATEGORY	TOTAL APPROVED	TOTAL THIS MONTH	CASH OUTLAY TO DATE	BALANCE	PROJECTED %	ACTUAL %
OUT OF AREA TRAVEL	\$ 20,212.00		\$ 17,330.54	\$ 2,881.46	72.2%	85.7%
			\$ -			
SUPPLIES			\$ -			
Training Supplies	\$ 2,149.00		\$ 17.95	\$ 2,131.05	72.2%	0.8%
			\$ -			
OTHER			\$ -			
Contracts	\$ 5,960.00	\$ 36.00	\$ 36.00		72.2%	0.6%
Staff Training	\$ 11,161.00	\$ 2,422.75	\$ 11,572.26	\$ (411.26)	72.2%	103.7%
TOTAL DIRECT COSTS	\$ 39,482.00	\$ 2,458.75	\$ 28,956.75	\$ 10,525.25	72.2%	73.3%
GRAND TOTAL	\$ 39,482.00	\$ 2,458.75	\$ 28,956.75	\$ 10,525.25	72.2%	73.3%
IN KIND NEEDED	\$ 9,871.00					
IN KIND GENERATED	\$ 1,150.00					
IN KIND (SHORT)/LONG	\$ (8,721.00)					

**College of Southern Idaho Head Start/ Early Head Start
Monthly Program Summary
For January 2016**

Enrollment

Head Start ACF Federal Funded	560
Head Start TANF	27
Early Head Start	82
Total	669

Program Options

Part-day/ Part-year, Home Based/School District Enhanced, Pre- K, Early Head Start - Home Based, Early Head Start Toddler Combo.

Head Start Attendance

January Head Start Overall Attendance	83%
January Head Start Self Transport Attendance	80%
January EHS Toddler Combo Attendance	79%

Meals and Snacks

Total meals served for January	6,428
Total snacks served for January	6,301

Education

Parents and staff continue to work on child goals and progress toward getting children ready for Kindergarten. The second period of the Child Observation Record, the program's ongoing assessment for children, is over on February 13th. Progress reports will be available in March on mid-year outcomes.

Annual Self-Assessment

Each year The College of Southern Idaho Head Start conducts an internal overview of all programs and services provided. Parents, community members, and staff conduct the assessment at each site within the program. Self-Assessment tasks may include:

- Inspecting facilities and playgrounds for safety
- Monitoring classroom activities and curriculum
- Inspecting the kitchen and food services
- Reviewing files and documents
- Monitoring bus routes and inspecting buses
- Conducting interviews of staff, parents, community partners, and governing boards

Documents for Board Review/ Approval:

Financial Reports

College of Southern Idaho
Board of Trustees

RESOLUTION ON COLLEGE OF SOUTHERN IDAHO BANK SIGNATURE
AUTHORITY

WHEREAS, the college has hired a new Chief
Financial Officer

THEREFORE BE IT RESOLVED that all College of
Southern Idaho bank accounts presently requiring
signature or the facsimile signature of John M. Mason
or the signature or facsimile signature of Jeffrey M.
Harmon will, upon presentation of this resolution,
require one of the following signatures:

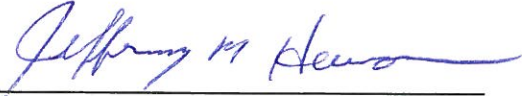
Jeffrey M. Harmon, or
Jeffrey M. Harmon, facsimile or,
Kristy Carpenter

ADOPTED this 22nd day of February 2016



CHAIRMAN: BOARD OF TRUSTEE
COLLEGE OF SOUTHERN IDAHO

ATTEST:



Jeffrey M. Harmon
SECRETARY-TREASURER
BOARD OF TRUSTEES

2/22/16

COLLEGE OF SOUTHERN IDAHO STRATEGIC PLAN 2016-2021



OUR VISION

To improve the quality of life of those impacted by our services.

OUR MISSION

To provide quality educational, social, cultural, economic, and workforce development opportunities that meet the diverse needs of the communities we serve.

(Approved by CSI Board of Trustees; 1/2016)

DEFINITIONS OF MISSION TERMS

“Provide quality...opportunities that meet...the diverse needs”: This phrase is operationally defined within the document. Demonstration of mission fulfillment is based upon our ability to meet the performance indicators, benchmarks, and targets established in this document. These have been created to establish standards of quality that can be regularly assessed to ensure that we are providing quality opportunities that meet the diverse needs of the communities we serve.

“Educational”: Relating to activities typically encompassed by teaching and learning.

“Social”: Relating to the welfare of human beings as members of society.

“Cultural”: Relating to the customs, traditions, and values of a society.

“Economic”: Relating to economic development and economic welfare.

“Workforce Development”: Relating to the training of a qualified workforce.

“Communities we serve”: The communities we serve include the diverse populations of students, employees, and community members impacted by the college. These communities can be organized in many different ways. They include those living in our eight county service area as well as those who interact with the college from afar. They can also be organized by any number of demographic characteristics which transcend geographical boundaries.

DEFINITIONS OF PLAN TERMS

Core Themes: Individually, core themes manifest the essential elements of our mission and collectively they encompass the mission. They represent the broad themes that guide planning processes designed to lead to mission fulfillment.

Objectives: Planning goals contained within each core theme that collectively lead to fulfillment of the core theme.

Strategies: Specific action items contained within each objective that guide the college toward fulfillment of the objective.

Performance Measure Indicator: A quantitative or qualitative indicator used to measure progress in meeting strategies, objectives, core themes, and ultimately, mission fulfillment.

Critical Success Activity: A specific action item that must be completed in order to reach fulfillment of a strategy, objective, or core theme.

Benchmarks/Targets: Targets established by the college in an effort to assess achievement, track progress over time, and set goals for improvement.

Core Theme 1: Community Success

As a community college, we are committed to responding to the diverse needs of the communities we serve and to taking a leadership role in improving the quality of life of the members of those communities.

- **Objective #1: Strengthen the social fabric in the communities we serve**
 - *Sample potential strategic areas of focus: Involvement with and support for various programs that strengthen the social fabric of our communities; quality performing arts and cultural facilities and programs; support for community cultural partnerships; recognizing and responding to the increasing diversity of our communities; community enrichment offerings; programs with a specific focus on underserved or high-risk populations; providing opportunities for community discourse; educational outreach to the community; quality athletic programs; access to CSI facilities for community activities; alignment of off-campus centers with community needs; health and wellness*

- **Objective #2: Cultivate economic partnerships across the communities we serve**
 - *Sample potential strategic areas of focus: Involvement with and support for economic development groups; economic partnerships with state, regional, and national agencies and organizations;*

- **Objective #3: Meet the workforce needs of the communities we serve**
 - *Sample potential strategic areas of focus: Offer flexible and customizable workforce training opportunities; increase the number of STEM graduates to meet workforce needs; promote K-Career and post-secondary career awareness and training*

Core Theme 2: Student Success

As an institution of higher education, we exist to meet the diverse educational needs of the communities we serve. Above all institutional priorities is the desire for every student to experience success in the pursuit of a quality education.

- **Objective #1: Foster participation in post-secondary education**
 - *Sample potential strategic areas of focus: Increase Go-On rates of high schools in Region IV; adult students who return to college; dual credit; transition rates of Adult Basic Education students to CSI college-level coursework; enrollment of underserved populations*
- **Objective #2: Reinforce a commitment to instructional excellence**
 - *Sample potential strategic areas of focus: Examine quality standards for educational offerings; use of instructional designers; information needed to make data informed decisions about educational offerings; academic integrity initiative*
- **Objective #3: Support student progress toward achievement of educational goals**
 - *Sample potential strategic areas of focus: Online orientation; mandatory advising; developmental education barriers; proactive retention strategies; tutoring services; student debt; course scheduling; support services for high-risk students; local access to post-completion opportunities; curricular alignment with transfer institutions; career counseling and exit advising*
- **Objective #4: Provide evidence of achievement of student learning outcomes**
 - *Sample potential strategic areas of focus: Define and assess program level student learning outcomes, define and assess general education core student learning outcomes; design and implement strategies for using the assessment of student learning outcomes to improve student success*
- **Objective #5: Offer opportunities for student engagement that go beyond the classroom**
 - *Sample potential strategic areas of focus: Service learning opportunities; student activities; student recreation; performing arts; cultural programs; quality athletic programs; maintain a campus that is safe and inviting*

Core Theme 3: Institutional Stability

Sustainable community and student success can only come from a solid institutional foundation. The stability of our institution is dependent upon ensuring that we have adequate capacity and resources to ensure the effectiveness of our operations.

- **Objective #1: Provide employees with a work environment that values employee success and satisfaction**
 - *Sample potential strategic areas of focus: Professional development opportunities and participation; employee compensation and benefits; work-life/personal-life balance; safe and inviting campus; access to community activities; quality events; wellness activities and participation*
- **Objective #2: Ensure that the college maintains the financial resources necessary to meet its mission**
 - *Sample potential strategic areas of focus: Meet internal and external fiscal requirements in an open and transparent manner; strategically apply resources; pursuit of grant funding*
- **Objective #3: Maintain a strong relationship with the CSI Foundation**
 - *Sample potential strategic areas of focus: Provide scholarship support to deserving students*
- **Objective #4: Enhance infrastructure resources to ensure the college is safe, sustainable, and inviting to all of the members of our communities**
 - *Sample potential strategic areas of focus: Creating and implementing an intentional and sustainable enterprise roadmap for technology; physical infrastructure of the campus; safe and sustainable facilities; inviting campus*
- **Objective #5: Engage in ongoing, purposeful, systematic, integrated, and comprehensive planning and assessment**
 - *Sample potential strategic areas of focus: Define, coordinate, and assess system level outcomes measures across all areas of campus; improve data quality and data sharing; ensure compliance with various governing agencies*
- **Objective #6: Improve institutional effectiveness by focusing on both internal and external communication strategies and processes**
 - *Sample potential strategic areas of focus: Strategic communication processes that ensure transparency; strategic marketing plan*