CSI
COLLEGE OF SOUTHERN IDAHO

www.csi.edu

2012-2017
STRATEGIC PLAN

"Rethink, Reimagine & Retool!"

Mission Statement

The College of Southern Idaho, a comprehensive community college, provides quality educational, social, cultural, economic, and workforce development opportunities that meet the diverse needs of the communities it serves. CSI prepares students to lead enriched, productive, and responsible lives in a global society.

Vision

College of Southern Idaho shapes the future through its commitment to student success, lifelong learning, and community enrichment.

Core Values

The following core values, principles, and standards guide our vision and conduct:

People
Above all, we value our students, employees, and community. We celebrate individual uniqueness, worth, and contributions while embracing diversity of people, backgrounds, experiences, and ideas. We are committed to the success of our students and employees.

Learning
We are committed to student learning and success. We value lifelong learning, informed engagement, social responsibility, and global citizenship.

Access and Opportunity
We value affordable and equitable access to higher education. We make every effort to eliminate or minimize barriers to access and support student success and completion of educational goals. We create opportunities for educational, personal, and economic success.

Quality and Excellence
We strive for excellence in all of our endeavors. We offer high-quality educational programs and services that are of value to our constituents. We are committed to high academic and professional standards, and to the continuous improvement of our educational programs, services, processes, and outcomes.

Creativity and Innovation
We value and support innovative and creative ideas and solutions that foster improvement and allow us to better serve our students and our community. We encourage entrepreneurial spirit.

Responsibility and Accountability
We value personal, professional, and institutional integrity, responsibility, and accountability. We believe in serving our constituents responsibly in order to preserve the public's trust. We strive to develop a culture of meaningful assessment and continuous improvement. We value inspired, informed, transparent, and responsible leadership and decision-making at all levels of the College. We value our environment and the conservation of our natural resources.

Collaboration and Partnerships
We value collaboration and actively pursue productive and mutually beneficial partnerships among people, institutions, organizations, and communities to share diverse ideas, talents, and resources.

Core Themes*

1. Transfer Education
2. Professional-Technical Education
3. Basic Skills Education
4. Community Connections

Strategic Initiatives · 2012-2017

I. Student Learning and Success
II. Responsiveness
III. Performance and Accountability

Strategic Goals · 2012-2017

1. Demonstrate a continued commitment to and shared responsibility for <u>student learning and success</u>
2. <u>Meet the diverse and changing needs</u> and expectations of our students and the community we serve
3. Support <u>employee learning, growth, wellness, and success</u>
4. Commit to <u>continuous improvement</u> and <u>institutional effectiveness</u>

> "Good plans shape good decisions. That's why good planning helps to make elusive dreams come true."
>
> ~ Lester Robert Bittel

* Core Themes were developed as part of the Northwest Commission on Colleges and Universities (NWCCU) accreditation process (Standard One).

CORE THEMES AND OBJECTIVES*

Core Theme 1: Transfer Education

Objective: To prepare students intending to transfer and who earn an Associate of Arts, Associate of Science, or Associate of Engineering degree for success at the baccalaureate level.

Core Theme 2: Professional-Technical Education

Objective: To prepare students for entry into a job or profession related to their field of preparation and study.

Core Theme 3: Basic Skills Education

Objective: To provide developmental courses in math, reading, writing, grammar, vocabulary, spelling, and English as a second language to assist students who need to raise existing skills to college-level competency.

Core Theme 4: Community Connections

Objective: To meet the economic development and non-credit educational, social, cultural, and community support needs of the eight-county service region by making the college's human and physical resources available, including facilities and the expertise of faculty and staff.

*Each Objective under the Core Themes has Indicators of Achievement defined. These Indicators of Achievement can be found in the Core Theme planning documents.

STRATEGIC INITIATIVES, GOALS, OBJECTIVES, PERFORMANCE MEASURES, AND BENCHMARKS

Strategic Initiative I: Student Learning and Success

1. ***Goal:*** Demonstrate continued commitment to and shared responsibility for <u>student learning and success</u>

Objectives:

1.1. Provide quality educational programs and experiences that prepare students to reach their educational and career goals
1.2. Maintain high standards for student learning, performance, and achievement – academic rigor and integrity
1.3. Continually improve the quality and effectiveness of teaching and support services
1.4. Identify and reduce barriers to student learning, and develop clear pathways to student success
1.5. Develop students' intellectual curiosity and subject matter competence, as well as communication, critical thinking, creative problem-solving, interpersonal, and leadership skills
1.6. Encourage meaningful engagement and social responsibility
1.7. Ensure that our students gain the knowledge, skills, perspectives, and attitudes necessary to thrive in a global society and become responsible global citizens
1.8. Continue to improve educational attainment (persistence, retention, degree/certificate completion, transfer) and achievement of educational and career goals
1.9. Maintain a healthy, safe, and inviting learning environment that is conducive to learning
1.10. Develop and maintain mutually beneficial partnerships with K-12 schools, community colleges, four year institutions, employers, industry, and other public and private entities that will allow us to help our students reach their educational and career goals

Performance Measure: <u>Student engagement</u>

Benchmark: <u>Academic challenge</u> - CCSSE[1] survey results will demonstrate academic challenge ratings at or above the national comparison group
<u>Student effort</u> - CCSSE survey results will demonstrate student effort ratings at or above the national comparison group
<u>Active and collaborative learning</u> - CCSSE survey results will demonstrate active and collaborative learning ratings at or above the national comparison group

Performance Measure: <u>Retention/persistence rates</u>

Benchmark: CSI's first-time full-time retention rate will be at or above the median for its IPEDS[2] peer group

[1] CCSSE – Community College Survey of Student Engagement
[2] IPEDS – Integrated Postsecondary Education Data System

Performance Measure: Technical skills attainment

Benchmark: At least 92% of PTE concentrators will pass a state approved Technical Skill Assessment (TSA) during the reporting year

Performance Measure: Licensure and certification pass rates

Benchmark: Maintain licensure and certification rates at or above state or national rates for all programs with applicable exams (and where the national/state rates are available)

Performance Measure: Employment status of professional-technical graduates

Benchmark: At least 95% of PTE completers will achieve a positive placement in the second quarter after completing the program

Performance Measure: Graduation rates

Benchmark: CSI's first-time full-time graduation rate will be at or above the median for its IPEDS peer group
The number of degrees and certificates awarded will increase by 3% per year

Performance Measure: Transfer rates

Benchmark: CSI's transfer-out rate will be at or above the median for its IPEDS peer group
The number of students transferring with a CSI degree will increase by 2% per year

2. *Goal:* Meet the diverse and changing <u>needs</u> and expectations of our students and the community we serve

Objectives:

2.1.   <u>Meet the diverse and changing *needs* and expectations of our students</u>
    2.1.1.   Offer quality educational programs and support services that meet the needs of students with diverse backgrounds, preparation levels, abilities, and educational objectives
    2.1.2.   Maintain access and support student success
    2.1.3.   Provide university parallel curriculum for transfer students, state of the art programs of professional-technical education, as well as appropriate developmental education, continuing education, and enrichment programs
2.2.   <u>Meet the diverse and changing *needs* and expectations of employers</u> in the area
    2.2.1.   Provide workforce training and development, and industry certifications
    2.2.2.   Ensure that the curricula provide the skills, knowledge, and experiences most needed by employers
2.3.   <u>Meet the diverse and changing *needs* and expectations of the community</u> we serve
    2.3.1.   Provide lifelong learning opportunities
    2.3.2.   Serve as an engine for economic, social, and cultural development

Performance Measure:	<u>Enrollment and Full-Time Equivalency (FTE)</u> - end-of-term unduplicated headcount, end-of-term total FTE, end-of-term academic FTE, end-of-term professional-technical FTE, annual unduplicated headcount and FTE (academic and PTE), annual unduplicated dual credit enrollment, annual dual credit FTE, end-of-term unduplicated developmental enrollment, end-of-term developmental FTE, annual non-credit workforce training enrollment, annual continuing education enrollment
Benchmark:	Overall headcount will increase by 2% a year Overall FTE will increase by 1% a year
Performance Measure:	<u>Affordability - tuition and fees</u>
Benchmark:	Maintain tuition and fees, both in-state and out-of-state, at or below that of our peer institutions (defined as community colleges in Idaho)
Performance Measure:	<u>Student satisfaction rates</u>
Benchmark:	<u>Student satisfaction</u> – CCSSE survey results will demonstrate that over 90% of students would recommend CSI to a friend <u>Student satisfaction</u> – CCSSE survey results will demonstrate that over 90% of students will evaluate their entire experience at CSI "Excellent" or "Good"
Performance Measure:	<u>Employer satisfaction with PTE graduates</u>
Benchmark:	Survey results will demonstrate an overall (80% or higher) employer satisfaction with PTE graduates

3. *Goal:* Support <u>employee learning, growth, wellness, and success</u>

Objectives:

3.1. Recruit and retain faculty and staff who are committed to student learning and success

3.2. Support employees by providing the necessary information, resources, tools, training, and professional development needed to do their jobs effectively

3.3. Expect and reward competence, performance, excellent customer service, and contributions to the attainment of the institution's mission, goals, and objectives

3.4. Maintain competitive faculty and staff compensation that is comparable to that of our peer institutions

3.5. Improve the health and well-being of employees through health education and activities that support positive lifestyle changes, thereby resulting in improved morale, productivity, and healthcare cost savings

Performance Measure:	<u>Student support</u>
Benchmark:	<u>Student-faculty interaction</u> - CCSSE survey results will demonstrate student-faculty interaction ratings at or above the national comparison group <u>Support for learners</u> - CCSSE survey results will demonstrate ratings for learner support at or above the national comparison group
Performance Measure:	<u>Employee compensation competitiveness</u>
Benchmark:	CSI employee salaries will be at the median or above for comparable positions in the Mountain States Community College survey

4. *Goal:* Commit to <u>continuous improvement</u> and <u>institutional effectiveness</u>

Objectives:

4.1. Ensure that the College's mission, vision, Core Themes, and Strategic Plan drive decision-making, resource allocation, and everyday operations

4.2. Continually assess and improve the quality, relevancy, efficiency, and effectiveness of our systems, programs, services, and processes

4.3. Implement Lean Higher Education (LHE) principles and practices

4.4. Employ meaningful and effective measures, methodologies, and technologies to accurately and systematically measure and continually improve institutional performance and effectiveness

4.5. Maintain the trust of our constituents through transparency, accountability, and responsible stewardship

4.6. Allocate, manage, and invest resources prudently, effectively, and efficiently

4.7. Aggressively pursue new revenue sources and grant opportunities

4.8. Implement cost-saving strategies while maintaining the quality of programs and services

4.9. Utilize appropriate information technologies that support and enhance teaching and learning, improve the accessibility and quality of services, and increase the effectiveness and efficiency of operations

4.10. Develop and implement facilities, systems, and practices that are environmentally sustainable and demonstrative responsible stewardship of our natural resources

Performance Measure: Alignment
Benchmark: Individual Development Plans (IDP) and Unit Development Plans (UDP) will be aligned with the College's mission, Core Themes, and Strategic Plan

Performance Measure: Outcomes assessment
Benchmark: Every course and program will demonstrate effective use of outcomes assessment strategies to measure student learning outcomes and for continuous improvement

Performance Measure: Lean Higher Education (LHE)
Benchmark: Implement at least two LHE projects per year

Performance Measure: Total yearly dollar amount generated through external grants
Benchmark: Submit a minimum of $2,500,000 yearly in external grant requests with a 33% success rate

Performance Measure: Cost of instruction per academic FTE
Benchmark: Maintain the cost of instruction per academic FTE at or below that of our peer institutions (defined as community colleges in Idaho)

Performance Measure: Cost of instruction per professional-technical FTE
Benchmark: Maintain the cost of instruction per professional-technical FTE at or below that of our peer institutions (defined as community colleges in Idaho)
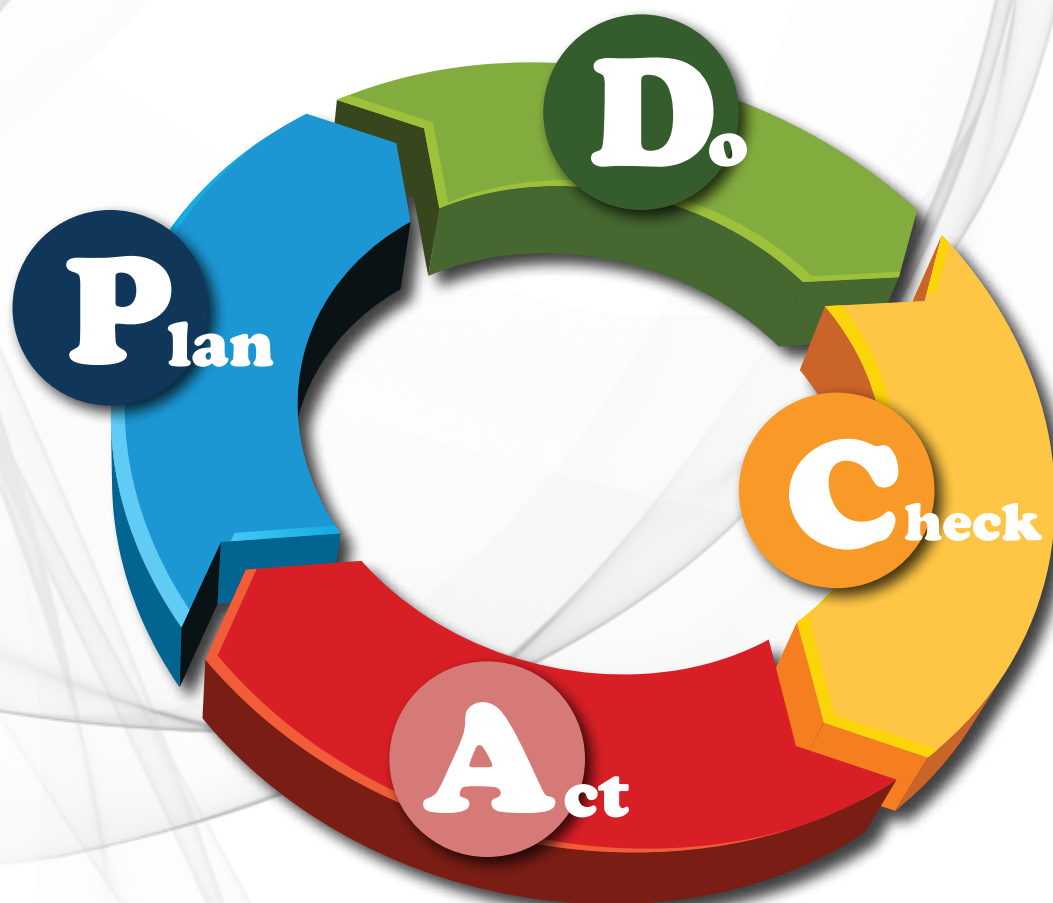
External Factors

Various external factors outside CSI's control could significantly impact the achievement of the specific goals and objectives outlined in the Strategic Plan:

- Changes in the economic environment
- Changes in national or state priorities
- Significant changes in local, state, or federal funding levels
- Changes in market forces and competitive environment
- Circumstances of and strategies employed by our partners (e.g. K-12, higher education institutions, local industry)
- Supply of and competition for highly qualified faculty and staff
- Legal and regulatory changes
- Changes in technology
- Demographic changes
- Natural disasters, acts of war/terrorism

CSI will make every effort to anticipate and manage change effectively, establish and implement effective risk management policies and practices, and minimize the negative impacts of factors beyond the institution's control.

*" To accomplish great things, we must not only act
but also dream. Not only plan but also believe.*

~ Anatole France

Statutory Authority

The College of Southern Idaho Strategic Plan is approved by the CSI Board of Trustees.
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.

Approved by the College of Southern Idaho Board of Trustees on 03/26/2012

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