
AGENDA

CONVENE REGULAR MEETING.....6:00PM

Lake Coeur d'Alene Room, Edminster Student Union Building, 495 N College Dr, Coeur d'Alene
Zoom: <https://nic.zoom.us/j/86255094756>

CALL TO ORDER / VERIFICATION OF QUORUM Brad Corkill

APPROVE AGENDA Brad Corkill

PLEDGE OF ALLEGIANCE Brad Corkill

MESSAGE FROM BOARD CHAIR Brad Corkill

PUBLIC COMMENT Brad Corkill

The NIC Board of Trustees welcomes public comment on agenda items from in-person attendees, and commenters will be limited to two minutes per individual. Remarks are subject to [NIC Policy 2.01.03](#). Individuals interested in providing public comment outside of the meeting may email board@nic.edu.

CELEBRATING SUCCESS: SLOA Achievements Sherry Simkins, EdD / Laura Godfrey, PhD / Scott Estes

CONSTITUENT REPORTS

- ASNIC Blake Sanchez
- Faculty Assembly Jon Gardunia, DPT
- Staff Assembly Dan Adams
- Senate Matt Petersen, PhD

PRESIDENT'S REPORT Nick Swayne, PhD

INFORMATION ITEMS

- Area Agency on Aging Nick Swayne, PhD / Sarah Garcia
- Development Department Nick Swayne, PhD / Rayelle Anderson
- Strategic Plan: Goal 4 Metrics Nick Swayne, PhD / Sarah Garcia
- Accreditation Update Nick Swayne, PhD / Steve Kurtz, EdD
- Compensation Study Update Nick Swayne, PhD / Meagan Snyder
- Accessibility Compliance Nick Swayne, PhD / Ken Wardinsky / Sherry Simkins, EdD

CONSENT AGENDA Brad Corkill

- Action ([Tab 1](#)): Approve Board Executive Session Minutes for September 15, 2025
- Action ([Tab 2](#)): Approve Board Executive Session and Regular Meeting Minutes for September 24, 2025

NEW BUSINESS**TRUSTEE REMARKS FOR THE GOOD OF THE ORDER****ADJOURN**

Tab 1

BOARD OF TRUSTEES MEETING
October 15, 2025

TAB 1


CONSENT AGENDA: Approve Board of Trustees Special Meeting Minutes for September 15, 2025

BACKGROUND: Tab 1 includes the Special Board Meeting Minutes for the Executive Session held on September 15, 2025

SUGGESTED MOTION FOR BOARD ACTION

It is requested that [Board Member] make the motion to approve the Board of Trustees Special Meeting Minutes for September 15, 2025 as presented.

Prepared by: Suzy Scura
Board Clerk



North Idaho College
BOARD OF TRUSTEES MEETING
Edminster Student Union Building
September 15, 2025
MINUTES

CALL TO ORDER

The Board of Trustees, President, and general counsel convened in the Driftwood Bay Room of the Edminster Student Union Building. Chair Brad Corkill called the meeting to order at 5:00 p.m. and verified that a quorum was present.

ATTENDANCE

Trustees: Brad Corkill
Rick Durbin
Mary Havercroft
Eve Knudtsen (via Zoom)
Tarie Zimmerman

Also present: Nick Swayne, President
Jason MacKay, College Attorney

CONVENE EXECUTIVE SESSION

Discussion: Impact of Recent Social Media Posting on College Community

Trustee Tarie Zimmerman made the motion to enter into executive session pursuant to Idaho Code § 74-206(1)(b) Complaint to discuss the impact of recent social media posting on College community. Trustee Rick Durbin seconded the motion, and Chair Corkill called for a roll call vote.

The vote succeeded in obtaining the required two-thirds minimum votes with unanimous approval:

| | |
|-----------------|-----|
| Brad Corkill | Aye |
| Rick Durbin | Aye |
| Mary Havercroft | Aye |
| Eve Knudtsen | Aye |
| Tarie Zimmerman | Aye |

The closed Executive Session began at 5:02 p.m.

The closed Executive Session was adjourned at 5:56 p.m.

Tab 2

BOARD OF TRUSTEES MEETING
October 15, 2025

TAB 2


CONSENT AGENDA: Approve Board of Trustees Regular Meeting Minutes for September 24, 2025

BACKGROUND: Tab 2 includes the Board Regular Meeting Minutes with Addenda for September 24, 2025

SUGGESTED MOTION FOR BOARD ACTION

It is requested that [Board Member] make the motion to approve Board Regular Meeting Minutes for September 24, 2025 as presented.

Prepared by: Suzy Scura
Board Clerk



North Idaho College
BOARD OF TRUSTEES MEETING
Edminster Student Union Building
September 24, 2025
MINUTES

CALL TO ORDER

The Board of Trustees, President, and general counsel convened in the Driftwood Bay Room of the Edminster Student Union Building. Chair Brad Corkill called the meeting to order at 5:00 p.m. and verified that a quorum was present.

ATTENDANCE

Trustees: Brad Corkill
Rick Durbin
Mary Havercroft
Eve Knudtsen
Tarie Zimmerman

Also present: Nick Swayne, President
Jason MacKay, College Attorney

CONVENE EXECUTIVE SESSION

Discussion: Impact of Recent Social Media Posting on College Community

Trustee Tarie Zimmerman made the motion to enter into executive session pursuant to Idaho Code § 74-206(1)(b) Complaint to discuss the impact of recent social media posting on the College community. Trustee Eve Knudtsen seconded the motion, and Chair Corkill called for a roll call vote.

| | |
|-----------------|-----|
| Brad Corkill | Aye |
| Rick Durbin | Aye |
| Mary Havercroft | Aye |
| Eve Knudtsen | Aye |
| Tarie Zimmerman | Aye |

The public session of the meeting was recessed at 5:01 p.m.

The closed Executive Session was adjourned at 5:21 p.m.

CALL TO ORDER

Chair Corkill reconvened the public meeting at 6:00 p.m. in the Lake Coeur d’Alene Room, Edminster Student Union Building, and verified that a quorum was present.

ATTENDANCE

Trustees: Brad Corkill
Rick Durbin
Mary Havercroft
Eve Knudtsen
Tarie Zimmerman

Also present: Nick Swayne, President

APPROVE AGENDA

Chair Corkill called for a motion to approve the agenda as presented. Trustee Eve Knudtsen made the motion which was seconded by Trustee Mary Havercroft. Chair Corkill called for the vote. The motion passed unanimously with five votes in favor.

MESSAGE FROM BOARD CHAIR

Chair Corkill said that he did not prepare a formal message however he was pleased to report that the school year is off to a very good start, noting that the campus grounds look beautiful and that the College is entering this period on a positive note.

CELEBRATING SUCCESS: NIC COLOR FUN RUN

Interim Chief Communications and Government Relations Officer Tom Greene and Communications Coordinator Gerry McCray shared a slideshow and reported on the NIC Color Fun Run held August 23, 2025 on the College campus. The presentation is included as an addendum to these minutes.

PUBLIC COMMENT

Mike Gridley President's 2025-2026 Goals

CONSTITUENT REPORTS

ASNIC

President Blake Sanchez stated that ASNIC has been busy welcoming students, engaging with the NIC community, and preparing for the year ahead. Week of Welcome events included the Cardinal Cruise, Glow Tag, and the Officer Meet and Greet. Mr. Sanchez reported that the ASNIC student government is now at full capacity, positioning it to pursue projects and represent students effectively.

Faculty Assembly

Chair Jon Gardunia, DPT, reported on the recent Faculty Assembly meeting which included reports from GIZMO-CDA, and TRIO Student Support Services. Other discussion involved encouraging faculty to prepare students for the upcoming Survey of Entering Student Engagement (SENSE), and plans for the upcoming visit from the Northwest Commission on Colleges and Universities (NWCCU).

Staff Assembly

Chair Dan Adams reported on the first Staff Assembly meeting of the year which included presentations on the state's 3% funding reductions, the *2025 Great Colleges to Work for Climate Survey* results, and the *Culture of CARE* program. Other topics included new employee introductions, staff recognition, and a reminder from the NIC Foundation about upcoming grant opportunities.

Senate

Chair Matt Petersen, PhD, reported that all Senate seats have been filled with the exception of one staff seat which will be addressed soon. All elected positions have been filled, and the Policy Review Committee will begin assessing specific policies scheduled for review. The Senate has begun collecting and evaluating policies related to recent social media concerns in anticipation of potential updates or amendments.

PRESIDENT'S REPORT

Accreditation

President Swayne reported that the College submitted its final report to the NWCCU in August 2025. He shared the logistics of the evaluation team's upcoming visit on October 16-17, 2025, and stated that results are expected to be shared publicly and with the Board in November 2025.

Goal 1: Student Success and Access

This goal includes improving student retention which has increased by 7.5% over last year.

Goal 2: Academic Programs and Pathways

Efforts continue on developing pathways to connect Workforce Training, Career and Technical Education (CTE), and transfer programs, with significant progress underway. Work also continues

on the Cardinal Classical Academy, with a possible pilot in spring and full implementation anticipated in fall of 2026.

Goal 3: Community Partnerships and Engagement

Dr. Swayne said that this topic will be addressed in a report to be given later in the meeting.

Goal 4: Institutional Systems and Integration

The metrics for Goal 4 will be presented at the regular October Board of Trustees meeting. Objective 4.1 focuses on integrating academic programs, resources, and services, including technology and processes to support student pathways. Objective 4.2 addresses information sharing and marketing to improve data flow and help students track progress.

Goal 5: Operational Excellence and Infrastructure

The metrics for Goal 5 will be presented at the regular November Board of Trustees meeting. Goal 5 encompasses employee retention and pay, as well as facilities improvements, including ongoing renovations and campus enhancements.

General Updates

Overall enrollment increased 15.2% last year, including a 5.1% increase in core CTE and transfer programs. For the 2024-2025 school year, CTE and transfer enrollment is up an additional 2.7%. Dual credit enrollment processes have shifted to a roster based system, temporarily slowing registration, but overall enrollment is expected to exceed last year's totals.

At their well-attended open house event on September 13, 2025, the Coeur d'Alene Fire Department gifted NIC a 1999 retiring ladder truck for use in the fire service training program.

Colby Mattila, Executive Director of Workforce & Economic Development and lead on the NASA Workforce Training Grant, secured \$25,000 in phase one funding. NIC is one of 15 schools to reach this stage. Mr. Mattila is currently in Cape Canaveral, FL advancing the College's proposal to build a dedicated facility for advanced manufacturing workforce training.

Discussions continue with the state budgeting office regarding a required 3% return of this year's state allocation and consideration of an additional 3% cut in 2026. The College is reviewing alternative budget models to address these requirements while supporting employee compensation and retention.

The NIC Booster Club hosted a cruise on September 4, 2025 with approximately 160 athletes and 100 boosters attending, making it the largest booster turnout in recent years.

The American Indian Studies Center is currently under construction on the second floor of the Edminster Student Union Building (SUB). The project fulfills NIC's remaining obligation under the 1997 nine-point agreement with the Coeur d'Alene Tribe.

Since May 2025, NIC has hired 76 new employees, representing a significant portion of the approximately 500 full-time staff, with training and culture building ongoing.

Upcoming Events

The Rathdrum Rumble Car Show will be held at the Parker Technical Education Center on September 27, 2025 from 9:00am until 2:00pm.

Men's and women's soccer home games will be held this week against Salt Lake City Community College (SLCC) and Colorado Northwestern Community College (CNCC).

NIC Volleyball will compete against the College of Southern Idaho (CSI) on Saturday, September 27, 2025 at CSI.

President Swayne will be a panelist at the Coeur d'Alene Chamber of Commerce Breakfast Connect taking place October 9, 2025 at the Coeur d'Alene Resort. Presidents from three of Idaho's higher education institutions will share insights, challenges, and ideas shaping the future of education.

The President and four Trustees will attend the Association of Community College Trustees (ACCT) Leadership Conference from October 21-25, 2025 in New Orleans, LA. President Swayne will be serving in his new role on the ACCT Advisory Committee of Presidents, and Trustee Zimmerman will serve in her role as a member of the ACCT Public Policy and Advocacy Committee.

The NIC Detention Academy graduation ceremony will be held on October 24, 2025 at 1:00 p.m. in the SUB, Coeur d'Alene Room.

The NIC Fall Chorale Invitational will be held on September 30, 2025 at 7:30pm. in Boswell Hall, Schuler Auditorium.

In response to Chair Corkill's request, President Swayne shared the logistics of the upcoming NWCCU site visit. He stated that the College is optimistic and looks forward to returning to good standing following the visit and the subsequent hearing scheduled for January 2016.

The College received positive press coverage highlighting the success of the nursing and health professions programs.

INFORMATION ITEMS

Engagement Survey Findings

Chief Human Resources Officer Meagan Snyder introduced ModernThink Senior Consultant Fredricka Joyner who joined the meeting via Zoom. Ms. Joyner shared the results of the *2025 Great Colleges to Work for Climate Survey* taken by faculty and staff in April 2025. Her presentation is included as an addendum to these minutes.

Human Resources Update

Meagan Snyder presented an overview of the Human Resources (HR) department, highlighting the College's recent recruiting and retention successes. Her presentation is included as an addendum to these minutes.

DSS & Health Counseling | Accessibility

Dean of Students Alex Harris provided a summary of the various counseling, disability, health and mental health services available to NIC students.

Strategic Plan: Goal 3 Metrics

President Swayne introduced Tom Greene and Vicki Isakson, Dean of Instruction – Workforce Education, who shared an overview of the metrics associated with Goal 3 of the College's strategic plan. Their presentation is included as an addendum to these minutes.

Institutional Insurance Update

Vice President for Finance and Business Affairs Sarah Garcia updated the Board regarding the College's status with current and future insurance providers.

Introduction: Angie Smith, EdD, Dean of Health Professions and Nursing

President Swayne introduced Dr. Angie Smith who was welcomed by the Board of Trustees. Dr. Smith has recently joined NIC as the new Dean of Health Professions and Nursing.

CONSENT AGENDA

Tab 1: Approve Amendment to Board Regular Meeting Minutes for June 25, 2025 and Tab 2: Approve Board Regular Meeting Minutes for August 20, 2025

Chair Corkill requested a motion to approve the consent agenda as presented. Trustee Knudtsen made the motion which was seconded by Trustee Havercroft. Chair Corkill called for the vote. The motion passed unanimously with five votes in favor.

NEW BUSINESS

Tab 3: Approve Head Start Grant

Following an explanation from Sarah Garcia, Chair Corkill requested a motion to approve the Head Start Grant as presented. Trustee Zimmerman made the motion which was seconded by Trustee Knudtsen. Chair Corkill called for the vote. The motion passed unanimously with five votes in favor.

Tab 4: Approve on Second Reading President's Annual Goals

Chair Corkill requested a motion to approve the President's annual goals as presented. Trustee Havercroft made the motion which was seconded by Trustee Rick Durbin. Chair Corkill called for the vote. The motion passed unanimously with five votes in favor.

TRUSTEE REMARKS FOR THE GOOD OF THE ORDER

Trustee Zimmerman shared that she recently attended an NIC women's soccer game and was impressed by the team's skill, endurance, and strong defense. She encouraged others to attend upcoming games, with two scheduled for the following day, starting at 1:00 p.m.

Trustee Zimmerman recommended that President Swayne and the College senate consider developing a College policy on social media and conduct a review of Policy 3.05.01 (Professional Ethics).

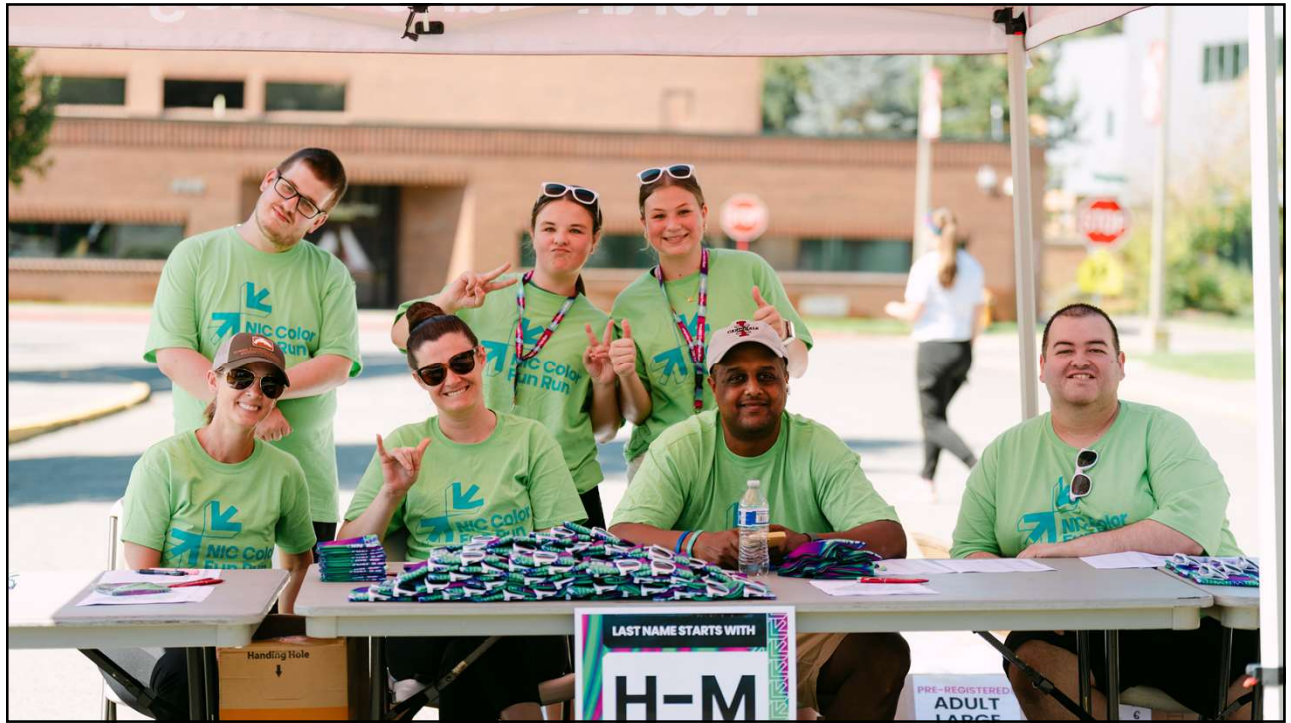
The meeting was adjourned at 7:30 p.m.

Respectfully Submitted,
Suzy Scura, Board Clerk

Addenda:

- 1) NIC Color Fun Run Presentation
- 2) 2025 Great Colleges to Work for Climate Survey Results
- 3) Human Resources Presentation
- 4) DSS & Health Counseling | Accessibility Presentation
- 5) Strategic Plan Presentation: Goal 3 Metrics





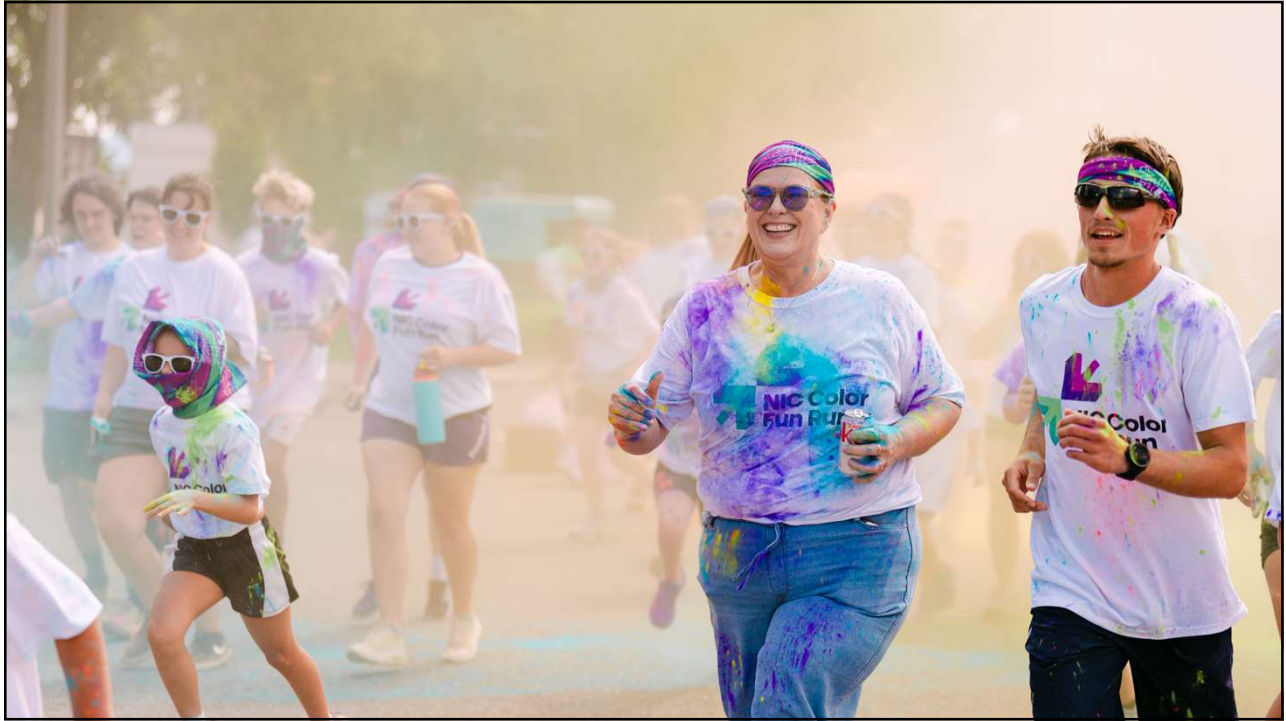


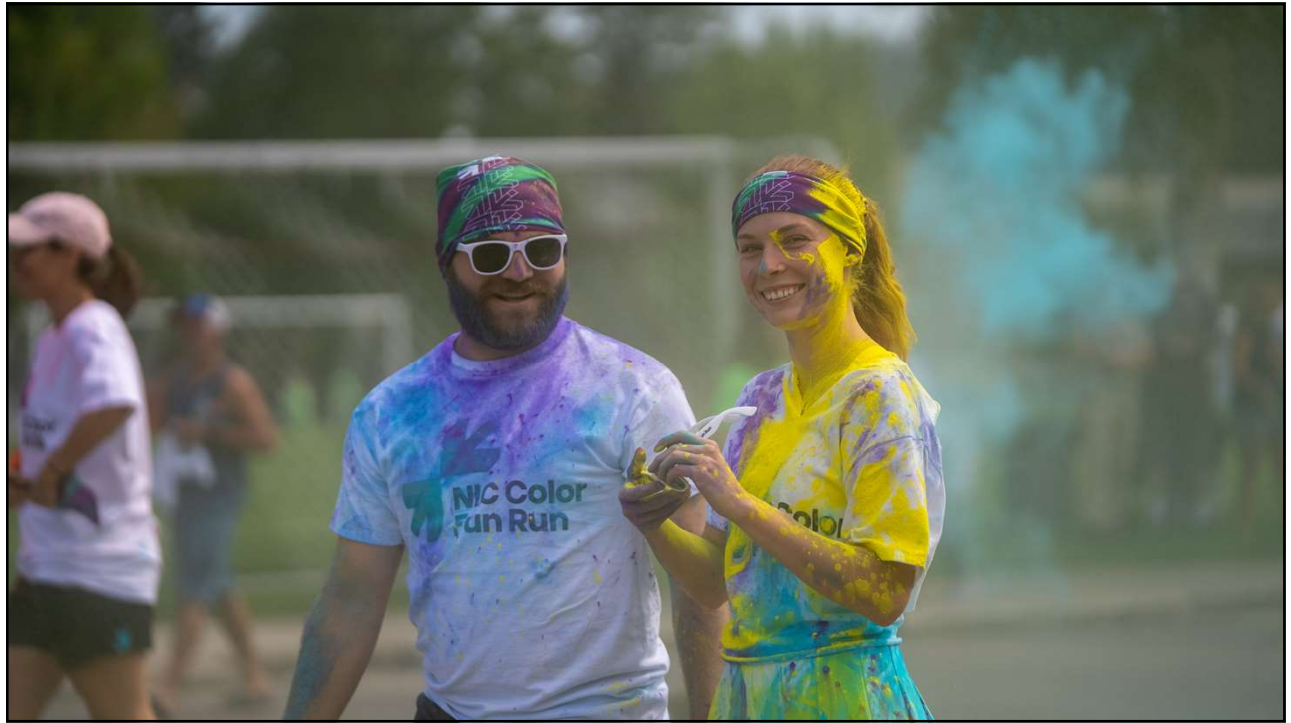






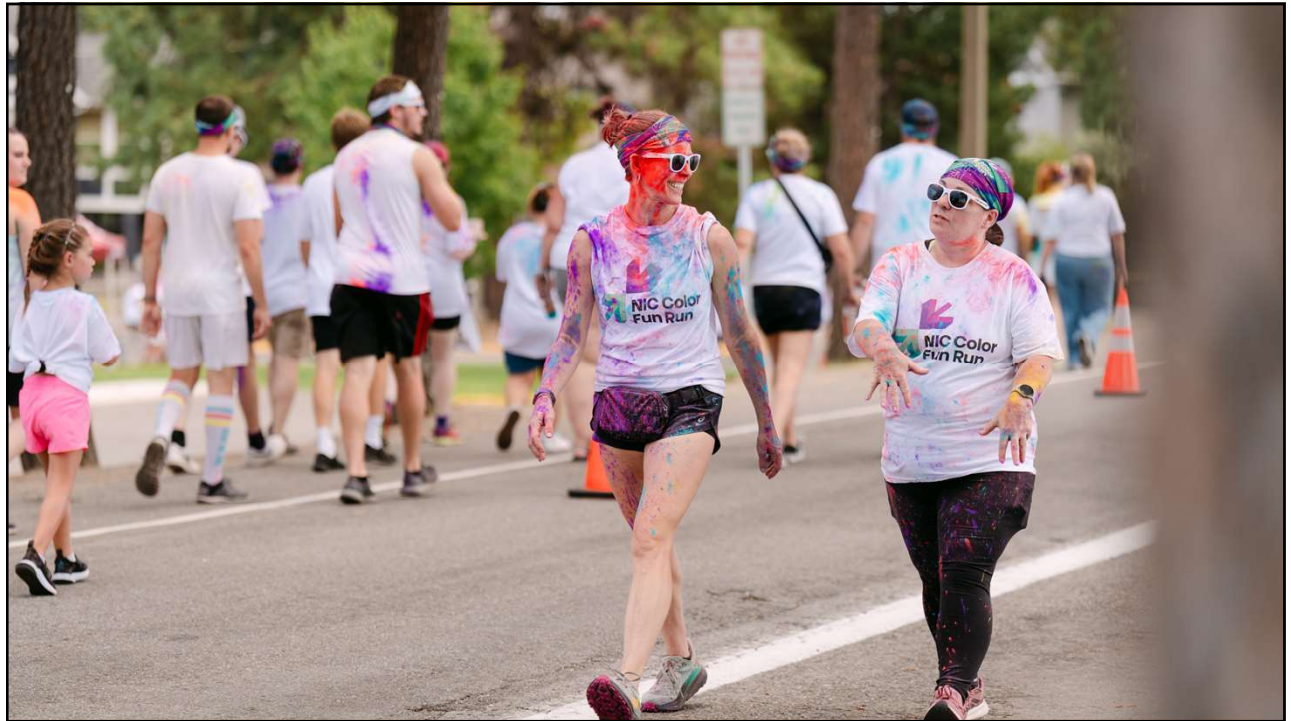


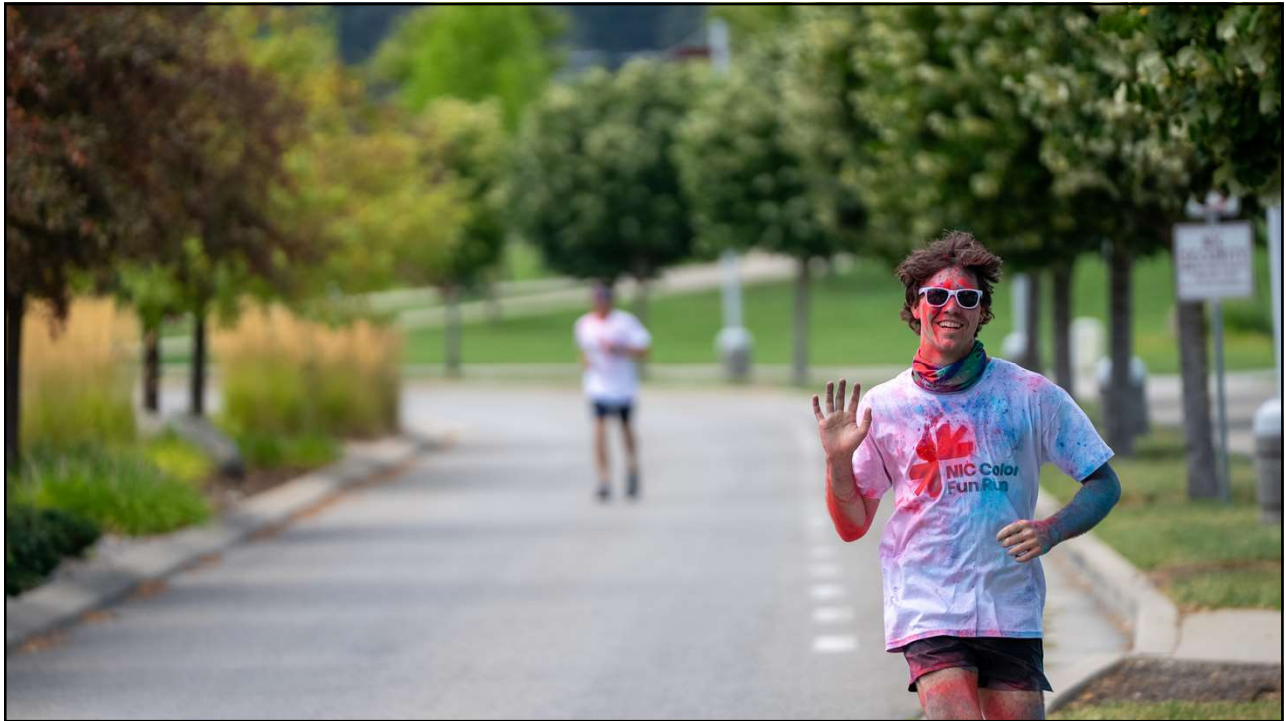












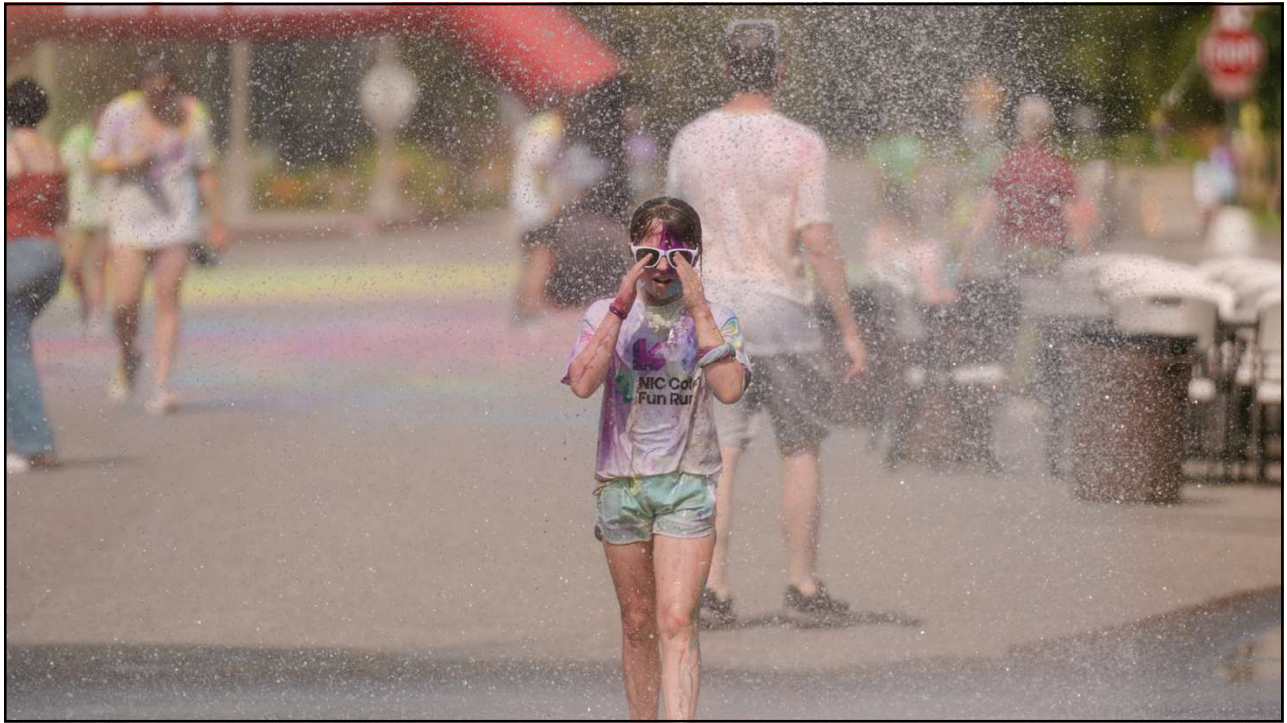


































2025 North Idaho College Great Colleges to Work For Climate Survey Board Overview

September 24th, 2025

Fredricka Joyner, PhD
Senior Consultant

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Agenda

- Orientation to the Survey and the Survey process
- Key Institution-Level Findings:
 - Big Picture Findings
 - Key Strengths
 - Solid Dimensions
 - Key Opportunities

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Make Strategic Connections Early & Often

Mission/Vision/Values

Strategic Planning

Accreditation

Board Mandate

Leadership Transition

Campus Climate Goals

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Survey Overview

Timeline

- April 14, 2025 – April 28, 2025

Response Rates

- 41% (327/788)

Benchmarks

- 2025 Honor Roll
- 2025 Carnegie Classification

55

Survey statements on a 5-point agreement scale

Faculty Experience Statements on a five-point agreement scale.

5

20

Benefit satisfaction questions on a 5-point satisfaction scale

Open-ended Questions

2

7

Voluntary Demographic Questions

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Core Dimensions



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Response Interpretation Guidelines

Response Options: *Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree, Not Applicable*

Positive Responses *Strongly Agree, Agree*

| Guideline Score | Description |
|-----------------|--------------------|
| 75% + | Excellent |
| 65-74% | Good - Very Good |
| 55-64% | Fair - Mediocre |
| 45-54% | Warrants Attention |
| < 45% | Acute |

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Headlines – Movement & Momentum

31 statements improved by **5** percentage points or more.
 Of those, **24** statements improved by **10** percentage points or more.

3 statement declined by **5** percentage points or more.
 Of those, **1** statements declined by **10** percentage points or more.

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Headlines – Risk Management

| Survey Statement | 2025 | 2025 | 2020 | 2020 |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| | North Idaho Overall % Positive | North Idaho Overall % Negative | North Idaho Overall % Positive | North Idaho Overall % Negative |
| 39 This institution takes appropriate steps to protect the health and safety of faculty, staff and students. | 78 | 6 | - | - |
| 38 This institution has clear and effective procedures for dealing with discrimination. | 72 | 7 | 73 | 11 |
| 44 At work, I know where to go for help with my mental or emotional well-being. | 74 | 12 | - | - |

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Headlines – Mission, Pride & Culture

| Survey Statement | | 2025 | 2025 | 2020 | 2020 |
|------------------|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| | | North Idaho Overall % Positive | North Idaho Overall % Negative | North Idaho Overall % Positive | North Idaho Overall % Negative |
| 5 | I understand how my job contributes to this institution's mission. | 95 | 0 | 91 | 3 |
| 36 | I am proud to be part of this institution. | 87 | 2 | 79 | 4 |
| 54 | This institution's culture is special - something you don't find just anywhere. | 65 | 10 | 53 | 17 |

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Headlines – Net Promoter

| Survey Statement | | 2025 | 2025 | 2020 | 2020 |
|------------------|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| | | North Idaho Overall % Positive | North Idaho Overall % Negative | North Idaho Overall % Positive | North Idaho Overall % Negative |
| 25 | Overall, my department is a good place to work. | 89 | 2 | 82 | 3 |
| 51 | I would recommend working here to my family and/or friends. | 80 | 6 | - | - |
| 55 | All things considered, this is a great place to work. | 81 | 4 | 72 | 5 |

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Strengths

Strengths can serve as springboards for addressing areas of opportunity.

Sometimes building on a strength can be an effective strategy.

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Strength: Job Satisfaction and Support (74/10)

- This Dimension is fundamental to the day-to-day work experience and several of the Belief Statements are closely linked to feelings of engagement.
- 3 Belief Statements in the Excellent range, 1 in Good, 1 Acute.

| Survey Statement | | 2025 North Idaho Overall <small>% Positive</small> | 2025 North Idaho Overall <small>% Negative</small> |
|------------------|--|---|---|
| 1 | My job makes good use of my skills and abilities. | 82 | 6 |
| 2 | I am given the responsibility and freedom to do my job. | 87 | 2 |
| 4 | I am provided the resources I need to be effective in my job. | 69 | 6 |
| 11 | I am paid fairly for my work. | 36 | 37 |
| 24 | The work I do is meaningful to me. | 91 | 1 |
| 31 | The facilities (e.g., classrooms, offices, laboratories) adequately meet my needs. | 75 | 8 |
| 34 | This institution's benefits meet my needs. | 76 | 8 |

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Strength: Faculty & Staff Well-Being (81/6)

- This Dimension became particularly important post-pandemic and is becoming even more important in the current higher ed. environment.
- 4 Belief Statements are in the Excellent range, 1 is in the Good range.

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative |
|------------------|---|--|--|
| 15 | My supervisor/department chair shows genuine interest in my well-being. | 84 | 5 |
| 33 | This institution's policies and practices give me the flexibility to manage my work and personal life. | 78 | 5 |
| 39 | This institution takes appropriate steps to protect the health and safety of faculty, staff and students. | 78 | 6 |
| 44 | At work, I know where to go for help with my mental or emotional well-being. | 74 | 12 |
| 47 | My supervisor/department chair supports my efforts to balance my work and personal life. | 90 | 2 |

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Strength: Supervisor/Department Chair Effectiveness (79/6)

- Relationship with Supervisor is closely linked to feelings of engagement and also to retention.
- Belief Statements in this Dimension are particularly important because these behaviors have a large impact on an institution's culture.
- All Belief Statements are in the Excellent range.
- 13% positive change in "actively soliciting suggestions and ideas."

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Strength: Supervisor/Department Chair Effectiveness (79/6)

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative |
|------------------|--|--|--|
| 3 | My supervisor/department chair makes their expectations clear. | 79 | 5 |
| 7 | I receive feedback from my supervisor/department chair that helps me. | 75 | 8 |
| 12 | I believe what I am told by my supervisor/department chair. | 83 | 6 |
| 19 | My supervisor/department chair is consistent and fair. | 79 | 4 |
| 20 | My supervisor/department chair actively solicits my suggestions and ideas. | 77 | 6 |

Strength: Inclusion, Belonging & Community (80/5)

- Feelings of belonging are linked to retention, recruitment and to potentially lowering feelings of burnout.
- 4 Belief Statements are in the Excellent range, 2 are in the Good range.

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative |
|------------------|---|--|--|
| 29 | In my department, we welcome people of all backgrounds. | 96 | 1 |
| 38 | This institution has clear and effective procedures for dealing with discrimination. | 72 | 7 |
| 40 | At this institution, we value people of all backgrounds. | 87 | 2 |
| 46 | We are making progress towards becoming an institution where everyone feels included. | 75 | 8 |
| 48 | I feel a sense of belonging at this institution. | 76 | 7 |
| 50 | This institution places sufficient emphasis on having faculty, administrators and staff of all backgrounds. | 72 | 7 |

Strength: Mission & Pride (84/4)

- Mission/Meaning is a strong source of engagement.
- Feelings related to Mission & Pride contribute to retention and recruitment
- All in Excellent range with exception of perception of special culture.

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative |
|------------------|---|--|--|
| 5 | I understand how my job contributes to this institution's mission. | 95 | 0 |
| 25 | Overall, my department is a good place to work. | 89 | 2 |
| 36 | I am proud to be part of this institution. | 87 | 2 |
| 49 | This institution actively contributes to the community. | 89 | 3 |
| 51 | I would recommend working here to my family and/or friends. | 80 | 6 |
| 54 | This institution's culture is special - something you don't find just anywhere. | 65 | 10 |
| 55 | All things considered, this is a great place to work. | 81 | 4 |

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Summary of Strengths

- Job Satisfaction & Support (74/10)
- Faculty & Staff Well-Being (81/6)
- Supervisor/Department Chair Effectiveness (79/6)
- Inclusion, Belonging & Community (80/5)
- Mission & Pride (84/4)

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Solid Dimensions

Solid: Professional Development (65/14)

- Professional Development is closely linked to engagement and retention, especially for newer generations in workforce.
- 1 in Excellent range, 2 in Good range.
- Onboarding remains an opportunity.

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative | Percent Change |
|------------------|---|-------------------------------------|-------------------------------------|----------------|
| 6 | I am given the opportunity to develop my skills at this institution. | 77 | 8 | +15 |
| 10 | I understand the necessary requirements to advance my career. | 66 | 17 | +4 |
| 28 | I have access to the training I need to do my job well. | 68 | 12 | * |
| 30 | Our onboarding processes prepare new faculty and staff to be effective. | 49 | 18 | +14 |

Solid: Communication (67/11)

- 1 in Excellent range, 2 in Good range, 2 in Fair range.
- Very significant positive momentum.

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative | Percent Change |
|------------------|---|-------------------------------------|-------------------------------------|----------------|
| 8 | When I offer a new idea, I believe it will be fully considered. | 73 | 9 | +18 |
| 14 | I can speak up or challenge a traditional way of doing something without fear of harming my career. | 72 | 10 | +20 |
| 21 | In my department, we communicate openly about issues that impact each other's work. | 75 | 9 | +7 |
| 22 | Changes that affect me are discussed prior to being implemented. | 56 | 15 | +13 |
| 43 | At this institution, we discuss and debate issues respectfully to get better results. | 60 | 12 | +28 |

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Solid: Collaboration (65/10)

- 1 in Excellent Range, 1 in Good range, 3 in Fair Range.
- Very significant positive momentum.
- Opportunity to increase participation in institutional planning.

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative | Percent Change |
|------------------|--|-------------------------------------|-------------------------------------|----------------|
| 13 | We have opportunities to contribute to important decisions in my department. | 74 | 9 | +11 |
| 23 | People in my department work well together. | 80 | 2 | +13 |
| 26 | I can count on people to cooperate across departments. | 56 | 11 | +11 |
| 42 | There are sufficient opportunities to participate in institutional planning. | 55 | 16 | +14 |
| 53 | There's a sense that we're all on the same team at this institution. | 62 | 13 | +38 |

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Solid: Confidence in Senior Leadership (65/9)

- 3 in Good range, 3 in Fair Range.
- VERY significant positive momentum.

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall Fence-sitters | 2025 North Idaho Overall % Negative | Percent Change |
|------------------|--|-------------------------------------|--|-------------------------------------|----------------|
| 27 | Senior leadership provides a clear direction for this institution's future. | 57 | 30 | 13 | +43 |
| 32 | Senior leadership has the knowledge, skills and experience necessary for institutional success. | 71 | 23 | 6 | +33 |
| 37 | Senior leadership shows genuine interest in the well-being of faculty, administrators and staff. | 66 | 23 | 11 | +31 |
| 41 | Senior leadership communicates openly about important matters. | 63 | 26 | 11 | +33 |
| 45 | I believe what I am told by senior leadership. | 69 | 24 | 7 | +33 |
| 52 | This institution is well run. | 62 | 30 | 8 | +37 |

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Solid: Faculty Experience (61/16)

- 2 in Good range, 2 in Fair Range, 1 Warrants Attention.

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative |
|------------------|--|-------------------------------------|-------------------------------------|
| 56 | The role of faculty in shared governance is clearly stated and publicized. | 69 | 12 |
| 57 | Faculty are appropriately involved in decisions related to the education program (e.g., curriculum development, evaluation). | 64 | 14 |
| 58 | There is appropriate recognition of innovative and high quality teaching. | 59 | 17 |
| 59 | Advancement and promotion processes are clear. | 67 | 22 |
| 60 | There is a good balance of teaching, service and research at this institution. | 47 | 17 |

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Summary of Solid Dimensions

- Professional Development (65/14)
- Communication (67/11)
- Collaboration (65/10)
- Confidence in Senior Leadership (65/9)
- Faculty Experience (61/16)

Opportunities

The opportunities that surfaced in this survey are not unusual in higher ed.

If you choose, you will be able to take actions that will move the needle on these opportunities.

Opportunity: Compensation

- Low percentage with significant decline.
- Needs to be addressed so that it doesn't start impacting the other areas of positive momentum.

| Survey Statement | 2025 North Idaho Overall | 2025 North Idaho Overall | 2025 North Idaho Percent Change | 2025 Honor Roll Overall | 2025 Honor Roll Overall | 2025 Carnegie Class. Overall | 2025 Carnegie Class. Overall |
|---|--------------------------|--------------------------|---------------------------------|-------------------------|-------------------------|------------------------------|------------------------------|
| | % Positive | % Negative | | % Positive | % Negative | % Positive | % Negative |
| 11 I am paid fairly for my work. | 36 | 37 | -19 | 59 | 21 | 52 | 26 |
| 34 This institution's benefits meet my needs. | 76 | 8 | -6 | 90 | 2 | 83 | 5 |

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Opportunity: Onboarding

- Critical to culture development, retention and ultimately recruitment.
- An institution's culture is its secret sauce – it's competitive advantage. It can't be easily replicated.

| Survey Statement | 2025 North Idaho Overall | 2025 North Idaho Overall | Percent Change |
|--|--------------------------|--------------------------|----------------|
| | % Positive | % Negative | |
| 30 Our onboarding processes prepare new faculty and staff to be effective. | 49 | 18 | +14 |
| 54 This institution's culture is special - something you don't find just anywhere. | 65 | 10 | +19 |

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Opportunity: Performance Management (51/22)

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative |
|------------------|--|--|--|
| 9 | I am regularly recognized for my contributions. | 59 | 15 |
| 16 | Promotions in my department are based on a person's performance. | 46 | 28 |
| 17 | Our review process accurately measures my job performance. | 53 | 22 |
| 18 | Issues of low performance are addressed in my department. | 49 | 23 |
| 35 | Our recognition and awards programs are meaningful to me. | 48 | 21 |

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Opportunity: Perception of Culture

- Perception of a “special culture” differentiates GREAT from good workplaces. Important retention and recruitment tool.
- Every other Belief Statement in this Dimension is in the Excellent range.

| Survey Statement | | 2025 North Idaho Overall % Positive | 2025 North Idaho Overall % Negative |
|------------------|---|--|--|
| 54 | This institution's culture is special - something you don't find just anywhere. | 65 | 10 |

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Summary of Opportunities

- Compensation
- Onboarding
- Performance Management
- Perception of Special Culture

*Consider listening sessions and other approaches to clarify exactly what you are doing that drove these results and develop intentional strategies to keep doing those things.

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2025 North Idaho College Great Colleges to Work For Climate Survey

Fredricka Joyner, PhD
Senior Consultant
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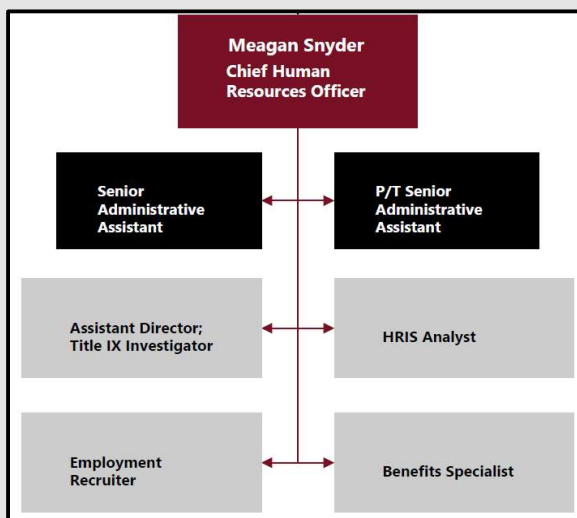


Human Resources

North Idaho College

► nic.edu

HR Team

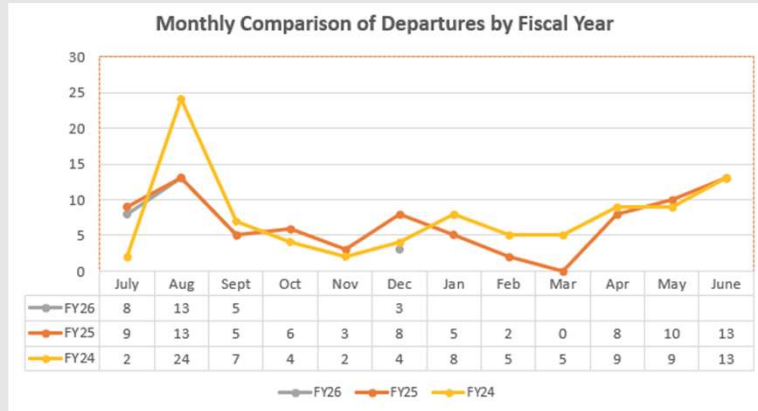


HR provides professional assistance to recruit, retain, and engage our most valuable asset - our employees. We are dedicated to clear communication, progressive thinking, and resourceful solutions in support of the mission of NIC.

 nic.edu

Monthly Departure Comparison - FY24, FY25 & FY26

Includes voluntary (resignations, retirements) and involuntary terminations

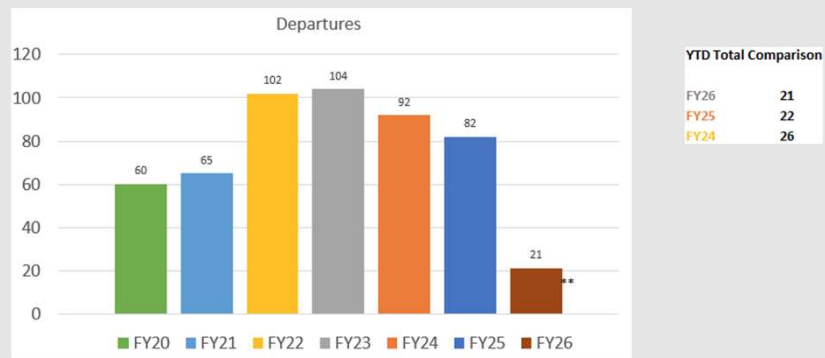


- FY26 departures through August 2025



Departure History FY19-FY25

Includes voluntary (resignations, retirements) and involuntary terminations



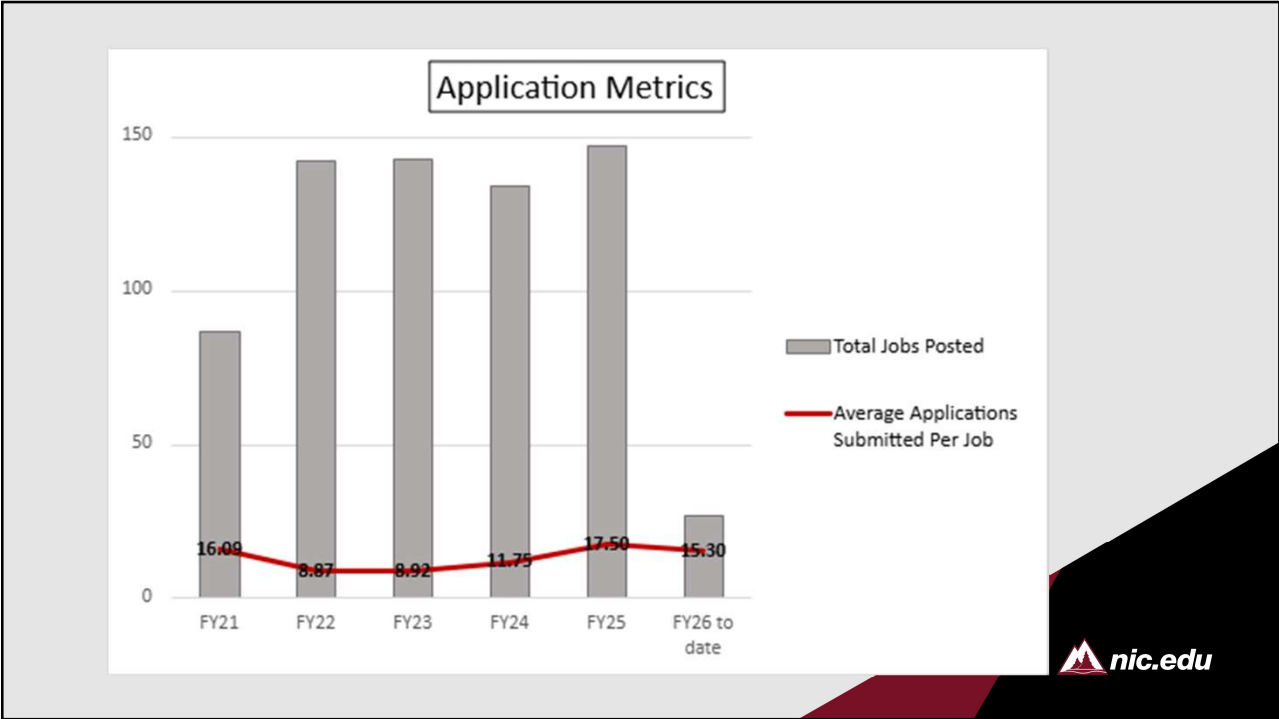
**FY26 departures through August



Employee Counts

| Position Type | Employee Count |
|---------------------------------|----------------|
| FT Faculty | 132 |
| FT Staff | 365 |
| All FT benefits eligible | 497 |
| Adjunct | 143 |
| Part-time staff | 277 |
| Students/Workstudy | 114 |
| All PT | 534 |
| Total | 1031 |





Critical Positions Filled

**Director
Network
Systems**

**Director
Applications
Enterprise**

**Associate
Dean of
Nursing**

**Dean of
Nursing &
Health
Professions**

**15 Fall Start
Faculty
Positions**

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Counseling Services Disability Support Services Health Education

ALEX HARRIS
DEAN OF STUDENTS
REPORTS TO THE PROVOST

Counseling Services

Purpose:

- Individual solution-focused, brief therapy provided by a licensed mental health clinician(s)
- Group skill-based counseling: DBT, Anxiety Toolkit

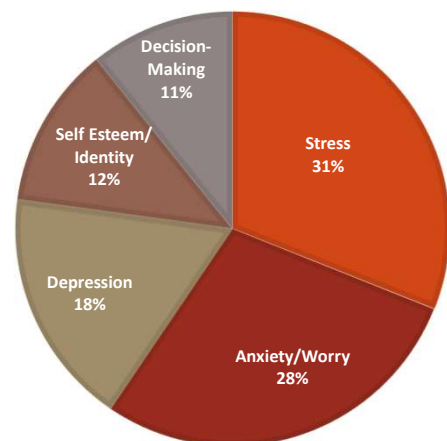
Students Served:

- 119 students in FY25, 19% increase
- Total of 505 sessions
- Funded by student fees. Only fee-paying students are eligible for services.

NIC Community Support:

- Mental Health First Aid
- Critical Incident Support Team
- Wellness Events

STUDENTS' TOP 5 PRESENTING CONCERNS



Disability Support Services

In compliance with the **Americans with Disabilities Act (ADA)**, Disability Support Services (DSS) provides academic accommodations, promotes removal of access barriers, and provides other services for students with disabilities to have equitable access to educational and college experiences. DSS modifies or eliminates learning barriers through the provision of accommodation services.

Accommodation services can include:

- Classroom accommodations
- Testing Accommodations
- Alternative Format Materials
- Assistive Technology
- D/deaf and Hard of Hearing Services
- Physical Space Modifications
- Campus & Community Advocacy & Referral

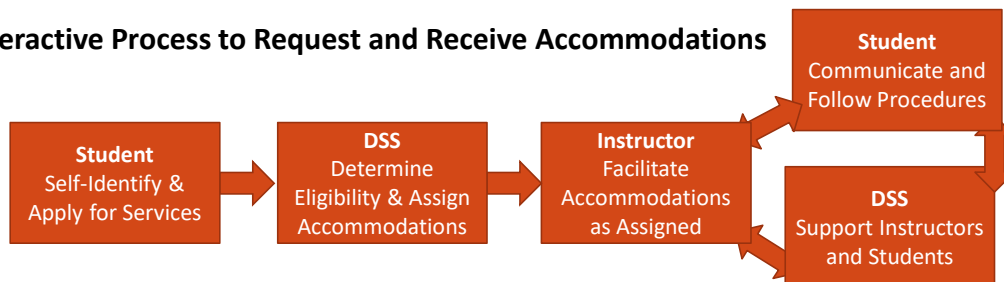


**NOT ALL
DISABILITIES
ARE VISIBLE**
#THINKOUTSIDETHECHAIR

Disability Support Services Process

- DSS served 339 students in FY 25, 8% NIC's enrollment
- Accommodates all NIC students (Dual credit, WTC, Parker Tech, Sandpoint, main campus) as well as to NIHE school students
- Difference between HS (IDEA Act) & College (ADA & 504)

Interactive Process to Request and Receive Accommodations



Health Education

Purpose:

- Provide health education promotion to students in compliance with state a federal requirements
- Contribute to overall campus wellbeing

How:

- Member of the Idaho College Health Coalition (IHC)
- Grants, state-wide assessments & campaigns
- Campus wellness events
 - 20 events, 250 students attended
- Let's Talk- Wellness Series:
 - Tobacco and Vape Awareness
 - Alcohol & Substance use Prevention
 - Sleep Hygiene
 - Nutrition
 - Mental Health & Suicide Prevention



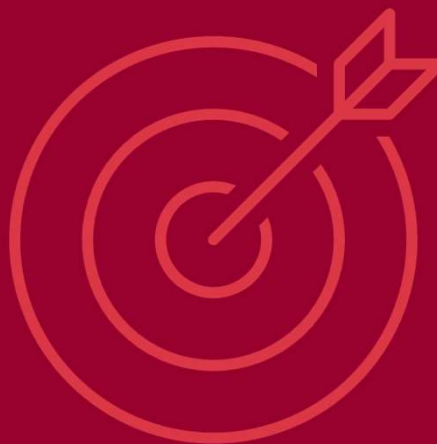
FALL 2025

Strategic Plan Goal 3

STRATEGIC PLAN

Goals 1 and 2

1. Students – enhance student access and support to improve success
2. Programs – Provide streamlined, flexible pathways that help students reach their educational goals





Goal 3 - Partners

Expand and strengthen relationships with business, industry, educational, and community partners.

GOAL 3

Objective 3.1

Strengthen community awareness and engagement at all campus sites through regular, strategic communication and collaboration with stakeholders, aligning goals and maximizing mutual benefits.



OBJECTIVE 3.1

Communication and Marketing Strategy

Bigger awareness campaigns balanced with small targeted campaigns

Increased focus on TV, streaming, and YouTube.

242K

Unique Social Accounts Reached YTD
(Organic/Non-Paid Traffic)

1.8M

Streaming and YouTube Impressions YTD
(Organic/Non-Paid Traffic)

9.9K

Conversions from Streaming YTD
(Website Revisits and Footfall on Campus)

OBJECTIVE 3.1

Host Regular Community Events

NIC Color Fun Run

Community Conversations

Halloween Trick or Treat

Rathdrum Rumble

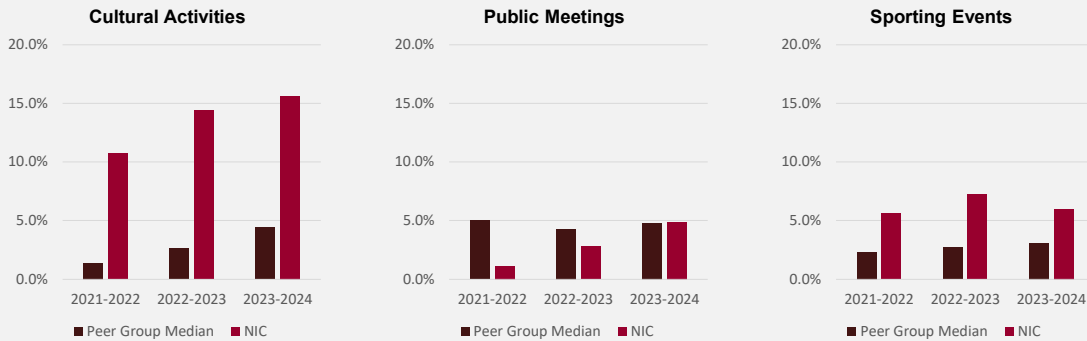
Many others



OBJECTIVE 3.1

Stakeholder Meetings

Market Penetration Rates: Community



GOAL 3

Objective 3.2

Strengthen partnerships with the Coeur d'Alene Tribe and other regional tribes by actively engaging in collaborative initiatives that respect and support tribal communities' educational and economic goals.



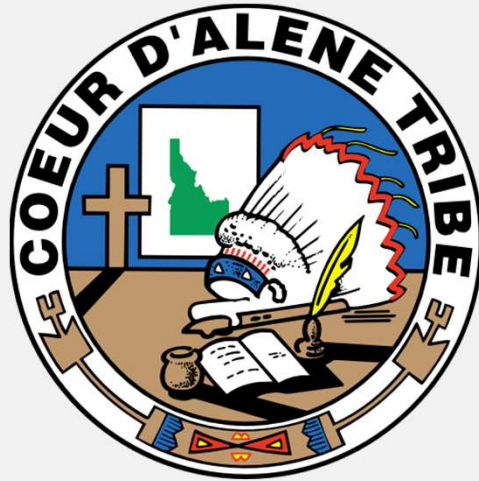
GOAL 3

Objective 3.2

Tribal Liaison

Collaborative initiatives

Regular engagement



GOAL 3

Objective 3.3

Enhance work-based learning opportunities by deepening collaborations with businesses and industries to provide students with practicums, internships, apprenticeships, and hands-on training.



OBJECTIVE 3.3

Expanding Industry Collaborations

Technical Advisory Committees

Regular advisory committee meetings ensure education stays aligned with industry needs and workforce demands.

Proactive Industry Engagement

Institutions actively collaborate with existing and new business partners when developing new programs.

Successful Grant Acquisition

Leveraging the Tech Hub initiative, we secured NASA grant funding and will be collaborating with companies like Boeing, INL, Empire Airlines, Unitech Composites and many others.



OBJECTIVE 3.3

Work-based Learning Programs

Sous Chef Apprenticeship

The Sous Chef Apprenticeship provides hands-on kitchen training for culinary students preparing for food service careers.

Aviation Maintenance Program

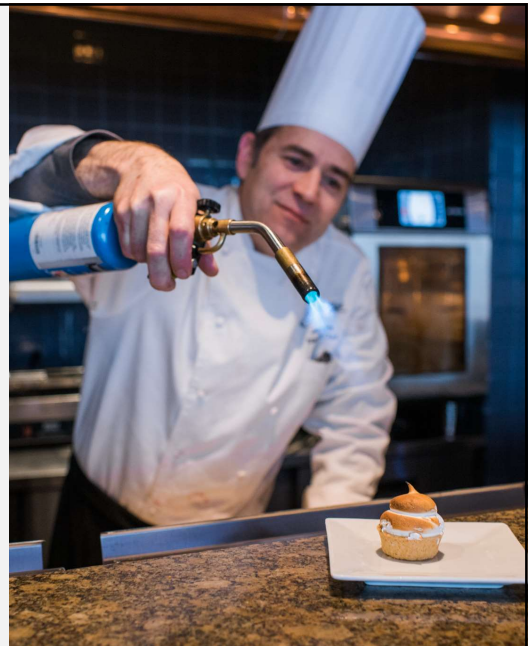
Air Frame and Power Plant Mechanic programs teach technical expertise needed for aviation maintenance careers.

Cooperative Education in Technology

Machining and Automotive Technology integrate co-op experiences to enhance practical skills alongside classroom learning.

Healthcare Clinical Experiences

Health Professions and Nursing embed clinical experiences for direct exposure to patient care environments.



OBJECTIVE 3.3

Supporting Student Success

Role of Instructors as Advisors

Instructors engage students in career planning conversations, providing personalized guidance throughout their educational journey.

Student Success Navigators

Navigators offer mentorship and support, helping students set goals and overcome academic and professional challenges.

Career Services Support

Career Services provide resume workshops, job placement assistance, and career counseling to help students prepare for the workforce.

Comprehensive Support Network

A combined support system empowers students academically and professionally to thrive in their chosen careers.

