North Idaho College

Board of Trustees Regular Meeting
January 21, 2026
6:00PM

AGENDA

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

Room 108, NIC Workforce Training Center, 525 S. Clearwater Loop, Post Falls
Zoom: https://nic.zoom.us/j/86737513603

CALL TO ORDER / VERIFICATION OF QUORUM.....Tarie Zimmerman

APPROVE AGENDA.....Tarie Zimmerman

PLEDGE OF ALLEGIANCE.....Tarie Zimmerman

MESSAGE FROM BOARD CHAIR.....Tarie Zimmerman

PUBLIC COMMENT.....Tarie Zimmerman

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: Academic Support Centers.....Nick Swayne, PhD / Holly Edwards

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

- Instruction – Workforce Training.....Nick Swayne, PhD / Colby Mattila
- Finance (Q2 Oct – Dec).....Nick Swayne, PhD / Sarah Garcia
- Fall Enrollment.....Nick Swayne, PhD / Tami Haft
- Budget Assumptions.....Nick Swayne / Sarah Garcia
- Center for New Directions.....Nick Swayne, PhD / Louisa Rogers
- Strategic Plan Update.....Nick Swayne, PhD / Steve Kurtz, EdD

CONSENT AGENDA.....Tarie Zimmerman

- Action (Tab 1): Approve Board Facilitated Discussion Minutes for November 19, 2025
- Action (Tab 2): Approve Board Regular Meeting Minutes for November 19, 2025

NEW BUSINESS

- Action / Discussion (Tab 3): First Reading of Board Goals 2025-2026.....Tarie Zimmerman
- Action / Discussion: Election of K-Tech Liaison.....Tarie Zimmerman

TRUSTEE REMARKS FOR THE GOOD OF THE ORDER

ADJOURN

Tab 1

TAB 1

CONSENT AGENDA: Approve Board Facilitated Discussion Meeting Minutes for November 19, 2025

BACKGROUND: Tab 1 includes the Board Facilitated Discussion Meeting Minutes with Addenda for November 19, 2025

SUGGESTED MOTION FOR BOARD ACTION
It is requested that [Board Member] make the motion to approve the Board Facilitated Discussion Meeting Minutes for November 19, 2025 as presented.

Prepared by: Suzy Scura
Board Clerk

North Idaho College
BOARD OF TRUSTEES FACILITATED DISCUSSION
Edminster Student Union Building
November 19, 2025
MINUTES

CALL TO ORDER
Chair Brad Corkill called the meeting to order at 2:04 p.m. He verified that a quorum was present and encouraged open and informal discussion throughout the meeting.

ATTENDANCE

Trustees:	Brad Corkill
	Rick Durbin
	Mary Havercroft
	Eve Knudtsen
	Tarie Zimmerman
Also present:	Nick Swayne, President
	Ken Burke, ACCT Consultant
	Debbie DiThomas, ACCT Consultant

Facilitated Review/Discussion of Board Self-Evaluation
Association of Community College Trustees (ACCT) Consultants Ken Burke and Dr. Debbie DiThomas led the Trustees though a detailed review and discussion of the Board's self-evaluation results. Dr. DiThomas noted that completion of the self-evaluation reflects strong governance practices and supports progress toward an accreditation status of good standing. She further stated that the action demonstrates the Board's ongoing commitment to accountability and to maintaining a positive partnership with the College President.

Facilitated Discussion/Revision: 2025-26 Board Goals
The Trustees engaged in a comprehensive discussion of the Board's goals for the coming academic year. As a result, the goals and the corresponding action plans were refined to align with the College's strategic plan and with the President's goals. The Board self-evaluation results informed and supported the revision process.

Board Policy Sub-Committee Discussion
Trustees Tarie Zimmerman and Mary Havercroft provided a summary of the Board Policy Sub-Committee meeting held earlier in the day.

Wrap-up
President Swayne shared the current Enrollment Dashboard and briefly commented on NIC's enrollment increases over the past year. Discussion followed.

Dr. DiThomas, Trustee Zimmerman, and Trustee Havercroft were commended for their participation on the panel at the well-attended Board policy workshop held during the October 2025 ACCT Leadership Congress in New Orleans, LA.

Ken Burke provided a timeline document outlining the College's activities and progress toward achieving an accreditation status of good standing, as well as key Board events from the past two years. Dr. DiThomas offered additional comments and gratitude to the Board of Trustees.

The Trustees expressed appreciation to one another, to President Swayne, to the College staff, and to the ACCT consultants for their continued commitment to NIC's success.

Session Evaluation
All attendees completed and submitted a Session evaluation form.

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The meeting was adjourned at 5:00 p.m.

Respectfully Submitted,
Suzy Scura, Board Clerk

Addenda:
1) Board Self-Evaluation Results Presentation
2) Strategic Goals 2025-2030
3) Timeline of Events

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NIC Board Self-Evaluation
November 19, 2025

North Idaho College

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Board Evaluation

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The purpose of college and university governing boards is to protect the institution, assure fulfilment of the mission, and strategically plan for the college's future. [1]

One goal of the Board Self-Assessment is to strengthen the board's unique leadership role and partnership with the president. It provides an opportunity for trustees to periodically review their roles and responsibilities, set standards, and clarify expectations. It also serves as an example of the board's ongoing commitment to accountability and assessment.

Primary Purposes of Evaluation

- ***Celebrate Success***
- ***Identify Areas for Improvement***
- ***Plan for the future***
- ***Reset/reaffirm goals for the next year***

[1]**Trusteeship in Community Colleges: A Guide for Effective Governance**, ©2020 Association of Community College Trustees, page 21.

NIC Board Self-Evaluation

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Agenda

1. Facilitated Review/Discussion of Board Self-Evaluation
   a) Review NIC Board Self Evaluation
   b) Board Discussion of Evaluation
2. Facilitated Discussion/Revision: 2025-26 Board Goals
   a) Review existing board goals
   b) Review NIC Strategic Plan Goals
   c) Revise as necessary existing board goals.
3. Review Board Fiduciary Responsibilities
4. Board Policy Sub-Committee Discussion
5. Next Steps
6. Wrap-up – Where We've Been
7. Session Evaluation

NIC Board Self-Evaluation

nic.edu

Five board members (100 %) participated in the self-evaluation process.

- **Overview of Board Self-Evaluation** 4
- **Highlights and Summary of Assessment** 5
- **Averages per Category**. 7
- **Individual Trustee Averages**. 8
- **Responses by Rating** 9
- **Results by Topic/Category**. 10
- **Open Ended Responses**. 28

- **Survey asked trustees to assess the board's performance on key characteristics of effective governance--and how well the Board as a whole exhibits or understands those characteristics. (p. 10-27)**
  (Board Organization, Board-President Relations, Board Leadership, Advocating for the College, Board Education, Policy Role and Direction, Standards for College Operations, Community College and Student Relations, and Community Relations)
- **At conclusion of survey trustees were asked open-ended questions. (p. 28)**

NIC Board Self-Evaluation

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Five board members (100 %) participated in the self-evaluation process.

Key Findings (pg. 4)

- The overall average across all items in the assessment is 4.8.
- Board Organization is the highest rated category (4.96).
- Board-President relations and Board leadership are tied for second highest rated categories (4.95).
- Most of the board ratings are in close agreement with each other as all items had an average of 4.4 or higher.
- Trustees value their collaboration and aim to strengthen communication while regaining full accreditation.

NIC Board Self-Evaluation

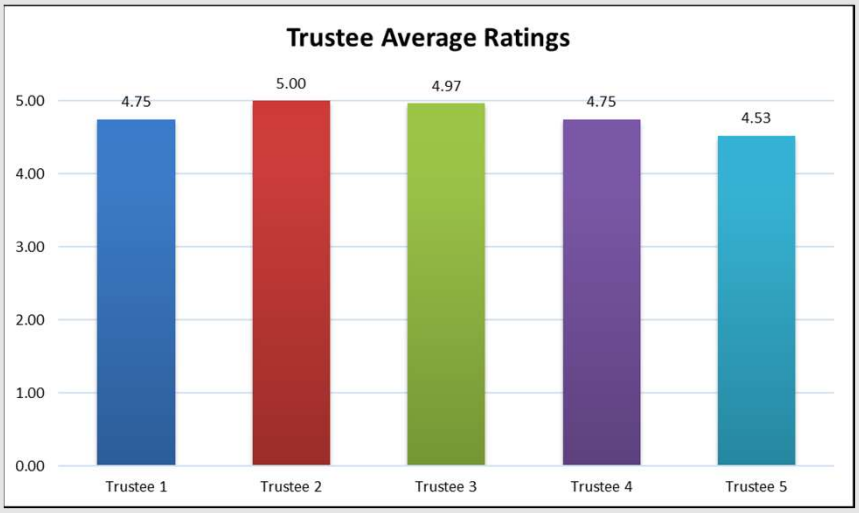
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Responses by Category

Category	2025
Board Organization	4.96
Board-President Relations	4.95
Board Leadership	4.95
Advocating for the College	4.80
Board Education	4.75
Policy Role & Direction	4.72
Standards for College Operations	4.70
Community College and Student Relations	4.67
Community Relations	4.65

NIC Board Self-Evaluation

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Page 8 of Report

Averages are in close alignment with one another suggesting all trustees are in close agreement.

NIC Board Self-Evaluation

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Responses by Rating

The 36 rated survey items were rated on a 5-point Likert scale, indicating the extent to which trustees agreed or disagreed with a particular aspect of the board's performance as a whole. The average across the items is 4.8. All items had an average of 4.4 or higher. (See Charts on page 5 for averages per item.)

Ninety-nine (99%) of responses were either a "4" (Agree) or "5" (Strongly Agree). There was only one rating of "3" (Somewhat Agree), there were no ratings of "1" or "2". "Don't know" was not selected in this assessment.

Rating	#of Reponses	% of Responses
5 = strongly agree	145	81%
4 = agree	34	19%
3 = somewhat agree	1	1%
2 = somewhat disagree	0	0%
1 = strongly disagree	0	0%
DK = don't know	0	0%
Total	180	100%

NIC Board Self-Evaluation

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Highest and Lowest Items (pgs. 5,6)

- Sixteen items (44 percent) had an average rating of 5.0. (Table on page 6.)
- Five items had an average rating of 4.4.
  - "The Board spends sufficient time discussing the future direction of the college." (Item 7)
  - "Board members support the programs and activities of the college by attending the various college events." (Item 16)
  - The board is knowledgeable about community and regional needs and expectations. (Item 18)
  - The Board requires and is involved in long-range fiscal planning. (Item 24)
  - Board members are knowledgeable about state and national educational policy issues. (Item 34)
- No item had an average rating below 4.4.

NIC Board Self-Evaluation

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Results by Topic/Category (Pages 10-28)

Survey Rated Questions – (Pages 10-27)

Analysis of each Category and Items:

- **Each category has an introductory table**
  - **The table displays each item and its average rating.**
- **Each category has two charts.**
  - **The top chart displays the average rating for each item;**
  - **The bottom chart displays the rating for each item by each trustee.**

Open-Ended Statements/Question – (Page 28)

- **As a trustee, I am most pleased about:**
- **As a trustee, I have concerns about:**
- **I recommend that the board have the following goals for the coming year:**
- **What are areas where you might need additional assistance, training, or support?**

Current NIC Board Goals

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Board Review/Discussion of Survey Results on pages 10 – 27 of Report.

Open Ended Items

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As a trustee, I am most pleased about:

Board members are pleased with the commitment to service and cooperation among the trustees.

- I am most pleased about how Trustees support each other and the President. We truly like and respect each other.
- Cooperation between board members and the president to move forward in a productive manor.
- How quickly we have been able to help make progress as a group towards addressing accreditation areas that have been identified for the college.
- I take pride in the respectful way our board of trustees interacts with one another.
- The future of the college.

As a trustee, I have concerns about:

Board members indicated they had no specific concerns at this time.

- No concerns at this time
- Our board of trustees exemplifies excellence, and I have no concerns regarding its adherence to the principles of good governance.

Page 28 of Report

Open Ended Items

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I recommend that the board have the following goals for the coming year:

Board members noted they will continue working toward regaining accreditation and meeting their goals.

- Continue to move forward with the accreditation process.
- Continue working towards regaining our full accreditation and working together on our already identified goals.
- Our board has set meaningful goals for the year, and I believe it's important that we regularly check in on our progress to make sure we reach them together.

What are areas where you might need additional assistance, training, or support?

- Continue the plans for touring and learning about existing college programs.
- Our board is fortunate to have meaningful support from the president and ACCT consultants. I believe continuing this collaboration quarterly will help us effectively set and achieve both board and presidential goals.

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NIC Board Board Goal Discussion/Revision

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Current NIC Board Goals

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NIC 2023-24 Board Goals, Reaffirmed November 2024 (Discussed progress during training March 2025)

1. **Accreditation.** Continue working with the president and the college to address accreditation recommendations and maintain compliance with all accreditation standards, especially those for which NIC was cited for non-compliance in NWCCU's communications and return to good standing.
2. **Community Engagement.** Strive to enhance the Governing Board's reputation with the greater community served by the community college.
3. **Monitoring and Oversight.** Continue to monitor college's progress toward meeting the community's needs and the accomplishment of established goals, through consistent, timely, and accurate information and presentations provided to the board at regularly scheduled meetings and special study sessions.
4. **Educational Quality and Student Success.** Ensure and support academic excellence, student success, and a campus climate that welcomes the free expression of diverse thoughts by employees and students.
5. **Financial Responsibility.** Ensure a sustainable economic future for NIC through policy, monitoring, and adoption of a strategy to maintain accreditation and financial stability for the community college.

Current NIC Board Goals

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6. **Board Effectiveness**
   Realizing the serious work facing NIC, and the need for the Board to improve its culture to achieve college, presidential, and board goals, the board will take bold actions to transform itself into a high functioning unit by fully understanding and implementing best practices for board governance through personal professional development as well as targeted study group sessions.
   Key Actions
   A. Establish clear, mutually agreed upon goals for the president and create a relationship for achievement of same.
   B. In accordance with BP 2.02.01: Presidential Authority, respect the authority that has been delegated to the President and hold the President accountable for execution of job duties as stated in the policy and mutually agreed upon 2023-24 presidential goals.
   C. Update all board governance policies and ensure development and implementation of a cycle for regular review and revision of all board governance policies so that each policy is reviewed a minimum of once every three years, except when required by revisions to code, rules, or regulations.
   D. Adhere to BP 2.01.08: Board of Trustees Performance Review by following a regular cycle for Board self-evaluation and development of annual Board goals and developing a common understanding on Board policies on which the Board members have conflicting interpretations.
   E. Conduct a mid-year progress update of Board goals.
   F. Cultivate a strong, positive President/Board relationship that promotes the success of NIC's students, and the community college as a whole.

Current NIC Strategic Plan Goals

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Students
Enhance student access and support services to strengthen student success.

Programs
Provide streamlined, flexible pathways to success that empower students to reach their educational goals.

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

Systems
Create a unified educational system among the College and its centers.

Infrastructure
Achieve organizational efficiency and effectiveness by fostering a dynamic college environment that invests in employees, facilities, and technologies to support student success.

Current NIC Board Goals

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Board Goal Discussion – Revise as Board Decides

Policy Sub-Committee Discussion

Wrap Up

Where We've Been…

Thank You!

North Idaho College

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Session Evaluation

Strategic Plan Goals

May 22, 2024

North Idaho College

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Strategic Goals 2025-2030

- Enhance student access and support services to strengthen student success
- Provide streamlined, flexible pathways to success that empower students to reach their educational goals
- Expand and strengthen relationships with business, industry, educational and community partners
- Create a unified educational system among the College and its centers
- Achieve organizational efficiency and effectiveness by fostering a dynamic college environment that invests in employees, facilities and technologies to support student success

North Idaho College
Timeline – Jan 2023 to Current

The following is a timeline document drafted by Ken Burke. This document gives a general idea of timelines based on a review of emails. It is not intended to be an exact timeline but provide a general idea of events. It is the perspective of the author as to his consideration of events and does not reflect the views of NIC.

Prior to January 2023:

- All three constituency groups issue votes of no confidence in the Board of Trustees

January 2023:

- North Idaho College response NWCCU concerns re: December BOT actions
- College is involved with three lawsuits dealing with governance and leadership issues

February 2023:

- Initial contact with ACCT to provide training services
- Faculty Assembly passes Resolution of Condemnation naming three trustees and college attorney
- Faculty Assembly passes Resolution of Vote of No Confidence in Interim President (South) and two high level administrators
- Initial virtual meeting held with ACCT consultants, interim president and board chair
- Request made by a trustee (Corkill) for an agenda item to reinstate Nick Swayne as President
- Citizen writes letter to Idaho Attorney General asking for State to take legal action against NWCCU
- NIC ad hoc report to NWCCU
- The NWCCU issues a "Show Cause" sanction, requiring North Idaho College to demonstrate why it accreditation should not be terminated due to ongoing governance and leadership concerns.
- Interim President Greg South sent the NWCCU two letters in early February

March 2023:

- In person visit by ACCT consultants. Meetings with interim president (South), trustees, senior administrators, and constituency group leaders (14 meetings)
- Article appears in New York Times about governance issues at NIC
- Nick Swayne is reinstalled as president
- ACCT consultants meet virtually with President Swayne (2 meetings)
- ACCT consultants meet virtually with Board Chair
- Letter sent to Trustees from ACCT consultants conveying seriousness of accreditation issues
- Court orders mediation
- Letter of Attestation from the Board showing commitment to favorable accreditation is drafted
- Board discusses possibility of change in athletic conferences

- Trustees, President, Accreditation Liaison, and ACCT Consultants hold virtual meeting with Sonny Ramaswamy and Ron Larson of the NWCCU
- NIC response to the NWCCU's show cause sanction
- JRCERT report to NIC

April 2023:

- Full day board retreat/training session is held with ACCT Consultants
- Two shorter board training sessions are held (virtual, hybrid) with ACCT Consultants
- President Swayne develops list of recurring board reports
- Board Policy Subcommittee is established consisting of 2 trustees
- NWCCU on campus site visit and meetings with trustees
- Board chair acknowledges votes of no confidence by the constituency groups at public board meeting
- NWCCU statement on peer evaluation site visit

May 2023:

- Three training sessions are held (in-person, virtual, hybrid) with ACCT Consultants
- Nursing program receives full accreditation from ACEN
- Policy subcommittee meets
- Trustee (Zimmerman) writes State Board of Education expressing concerns with NIC
- College attorney sends email to Trustee Zimmerman regarding letter sent to State Board of Education
- College Attorney Macomber resigns

June 2023:

- President Swayne presents his proposed goals to the board at training session
- In Person Training session is held with ACCT Consultants
- College budget is approved after tabling from prior month
- Approval of President's goals is tabled
- ACCT Consultants send letter to NWCCU
- President and Chair present in Seattle to NWCCU
- Board begins evaluation process for the President
- JRCERT's June 20 Probation Notification to NIC

July 2023:

- Policy Subcommittee meets
- In Person Training session is held with ACCT Consultants

August 2023:

- Board discusses board goals for 2023-24 at training session
- In Person Training session is held with ACCT Consultants
- Board approves resolution accepting recommendations by NWCCU and making a public commitment to respond positively to the recommendations with the end result of being in good standing with accreditation.

- ACCT Consultants meet virtually with Sonny Ramaswamy and Ron Larsen of NWCCU
- Recuring Reports list is updated

September 2023:

- Policy Subcommittee meets
- In Person Training session is held with ACCT Consultants
- NIC is awarded $1.2 million in grants to purchase new equipment in seven workforce areas
- NIC's nursing program receives reciprocal licensing status with the State of Washington
- Board votes by 3-2 vote to adjust the budget relating to athletics. It is estimated that the budget amendment will add approximately $2 million to the athletic budget.
- NIC submits Fall 2023 Special Report to NWCCU

October 2023:

- In Person Training Session is held with ACCT Consultants
- New Strategic plan process initiates

November 2023:

- Site visit by NWCCU – interviews with trustees
- NIC receives NWCCU Fall 2023 peer-evaluation report
- Plan for Board to achieve its Board Goals is developed
- New Chair of Board is elected (Waggoner)

December 2023:

- Parliamentary Procedure training held by professional parliamentarian for new chair

January 2024:

- In person Training Session is held with ACCT Consultants
- ACCT Consultants meet virtually with Sonny Ramaswamy and Ron Larsen of NWCCU

February 2024:

- NIC is contacted by NWCCU to develop a teach out plan
- In person Training Session is held with ACCT Consultants
- Coeur d'Alene Press publishes critical article on the amount of monies spent by the college for legal costs, training costs, accreditation costs, payouts of contracts cost, and other costs related to governance issues.
- NWCCU reduces NIC's sanction from "Show Cause" to "Probation" and grants the college a one-year extension to address and come into compliance with three outstanding recommendations

March 2024:

- Board designates ACCT Consultants to work with Accreditation Liaison to draft Board's response to the various accreditation recommendations from NWCCU
- Colton Boyles is selected as College Attorney

April 2024:

- In person Training Session is held with ACCT Consultants
- Moody's Investor Services downgrades NIC's rating for the second time
- Some Trustees engage in protracted conversations on types of and detail of minutes of the board meetings. Agreement is reached for the format of the minutes going forward.
- Special board meeting is called for the specific reason to approve minutes
- Board votes to engage a specialize accreditation attorney

May 2024:

- Policy committee develops On Boarding of new Trustee educational program
- Citizen files request for Independent Investigation of a Trustee
- President reports to the board favorable report on increase in enrollment
- ACCT Consultants have virtual meeting with accreditation attorney (these meetings will be held on an ongoing basis over the next several months)
- It is agreed to that ACCT will facilitate the President's evaluation in June

June 2024:

- Board votes to approve Budget and Plan for Strategic Plan
- Contract with interim president expires as of June 30
- Faculty Assembly recommends to the Board three action items relating to the vote of no confidence
- In ACCT Consultants provide board with progress report on Response to NWCCU
- In person training session held with ACCT Consultants

July 2024:

- Board is provided draft response to NWCCU for review and input
- College receives letter of support for Mining Engineering Program
- Recurring Reports list is updated
- Revised policies are considered in the area of Ethics, Board Conduct, and Board Responsibilities
- ACCT Consultants meet virtually with new NWCCU liaison

August 2024:

- In person training session held with ACCT Consultants
- ACCT consultants meet in person with college constituency groups to review draft report to NWCCU
- Executive Session is held for ACCT Consultants to facilitate President's Evaluation

- Deadline for candidates to file for November trustee election. Two current trustees do not file for reelection.
- Teach out agreement continues to be developed

September 2024:

- ACCT consultants hold follow up meeting by virtual means with college constituency groups
- Board's Report response is submitted to NWCCU

October 2024:

- NWCCU team visit to campus. Meets with trustees, president, ACCT Consultants, and college stakeholders.

November 2024:

- Election results in three new trustees to NIC Board
- In person board training held with ACCT Consultants with focus on new trustees
- Parliamentary procedure training is given the board presented by a profession parliamentarian
- NIC Trustee (Zimmerman) is appointed to ACCT Policy Committee
-

December 2024:

- Board votes on new contract with President
- Board votes on new college attorney with firm of Stevens Clay
- New board members on-boarding and training continues with internal college stakeholders
- Accreditation attorney's services are terminated

January 2025:

- College submits letter to NWCCU on progress of various recommendations

February 2025:

- President and Trustee (Zimmerman) serve on panel at ACCT's National Legislative Summit held in Washington DC

March 2025:

- In person board training is held with ACCT Consultants held with focus on Accreditation issues
- Board Agrees to Action Plan to return to favorable accreditation
- Annual Trustee Affirmation Statement is agreed upon

May 2025:

- In person board training is held with ACCT Consultants

August 2025:

- In person board training is held with ACCT Consultants
- President's Evaluation is held with facilitation by ACCT Consultants

October 2025:

- NIC President and two trustees serve on panel at ACCT's Annual Congress with a focus on Board Policies
- NWCCU Midcycle and Special Evaluation Report is submitted

November 2025:

- In person board training is held with ACCT Consultants
- Board self-assessment is focus of board training

Tab 2

TAB 2

CONSENT AGENDA: Approve Board of Trustees Regular Meeting Minutes for November 19, 2025

BACKGROUND: Tab 2 includes the Regular Board Meeting Minutes with Addenda for November 19, 2025

SUGGESTED MOTION FOR BOARD ACTION
It is requested that [Board Member] make the motion to approve the Board of Trustees Regular Meeting Minutes for November 19, 2025 as presented.

Prepared by: Suzy Scura
Board Clerk

North Idaho College
BOARD OF TRUSTEES MEETING
Edminster Student Union Building
November 19, 2025
MINUTES

CALL TO ORDER
Chair Brad Corkill called the meeting to order at 6:00 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

APPROVE AGENDA
Chair Corkill called for a motion to approve the agenda as presented. Trustee Tarie Zimmerman made the motion which was seconded by Trustee Eve Knudtsen. The Chair called for the vote. The motion passed unanimously with five votes in favor. Chair Corkill then led the Pledge of Allegiance.

MESSAGE FROM BOARD CHAIR
Chair Corkill reported that the October 16, 2025 site visit with the Northwest Commission on Colleges and Universities (NWCCU) went exceptionally well. He said that the NWCCU team canceled their October 17, 2025 meeting with the Board Chair, as they were satisfied with the information received during the initial meetings with the Trustees.

The Chair stated that several Trustees attended the Association of Community College Trustees (ACCT) Leadership Congress in New Orleans, LA. Each of the Trustees shared examples of their positive experiences, both at the ACCT Leadership Congress, and at the NWCCU site visit meetings.

Chair Corkill also reported on the Facilitated Discussion attended by all Trustees earlier in the day. He described it as a productive training session which included Trustee self-evaluations, robust conversation, and goal setting for the coming year. Chair Corkill extended his gratitude to ACCT consultants Ken Burke, and Dr. Debbie DiThomas for the valuable training and guidance provided to the Board over the past two and a half years.

PUBLIC COMMENT
Caryn Shepler Board of Trustees Officer Elections

CELEBRATING SUCCESS: SIMULATION CENTER
President Swayne introduced Myles Larson, Simulation Operations & Technology Coordinator. Mr. Larson shared an overview of NIC's highly regarded simulations center which serves the College's Health Professions and Nursing Divisions. His presentation is included as an addendum to these minutes.

CONSTITUENT REPORTS
ASNIC
President Blake Sanchez reported on ASNIC's recent collaboration with the Center for New Directions to distribute meals to students impacted by the interruption of Supplemental Assistance Nutrition Program (SNAP) benefits during the government shut-down. The project, partially sponsored by the Spokane Teachers Credit Union (STCU), provided over 50 boxes of five meals for two people.

ASNIC officers recently attended a student government conference in Florida, where speakers shared strategies to strengthen student government effectiveness. Other activities over the past month included a

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review and discussion of the NWCCU's site visit report, as well as preparations for the annual St. ASNIC Tree of Giving event scheduled for December 8, 2025. Mr. Sanchez encouraged the community to support the event by visiting the Tree of Giving located on the first floor of the Edminster Student Union Building (SUB).

Faculty Assembly
Chair Jon Gardunia, DPT, reported that the recent Faculty Assembly meeting included a presentation from NIC X-Labs. Opportunities for expanded collaboration with the program were discussed. The assembly also met with the Pauly Group Inc. which is facilitating the search for NIC's next Provost. Faculty were given the opportunity to provide input on desired qualifications for the position. Dr. Gardunia also reported that proposed revisions to the grading policy have been received and will be reviewed at the next regular meeting.

Staff Assembly
Chair Dan Adams reported that at their recent meeting, the Staff Assembly met with the Pauly Group Inc. regarding the open Provost position. The meeting was well attended and participation was strong, both in person and online. The positive feedback reinforced initiatives already underway on campus. The Assembly also welcomed five new employees including the newly hired Director of Disability Support Services (DSS).

Senate
Chair Matt Petersen, PhD, stated that the Senate will meet on November 20, 2025 when a first read of proposed edits to Procedure 3.02.16 (Staff Compensation Structure) will be conducted. In addition, the Policy Review Subcommittee has returned updated drafts for the following items: Policy and Procedure 5.02 (Academic Probation, Suspension & Disqualification); Policy 5.01 (Admissions); Policy and Procedure 4.02 (Credit Hours); and Policy and Procedure 4.01 (Academic Program Review). Dr. Petersen said that once the drafts are finalized, he will place them on the Senate's agenda and promptly once passed, policies will advance to the Board.

PRESIDENT'S REPORT

Accreditation
The NWCCU site visit took place October 16-17, 2025. The evaluators issued their final report quickly thereafter, noting very few areas requiring comment, and no major concerns. The NIC team will next appear, either virtually or in person, before the commission at the end of January 2026; the exact date and time are still pending. The Commission's final report for this sequence of visits is expected on March 2, 2026.

As noted earlier, the search for a new Provost is moving forward. This aligns with accreditation feedback regarding the number of interim leaders on campus. The Provost is the final senior leadership position noted by the Commission that is still filled on an interim basis. Although Interim Provost Dr. Lloyd Duman has served with distinction, he has signaled his intent to fully retire.

Goal 1: Student Success and Access
Tami Haft, Dean of Enrollment Services was not present at this meeting and will provide an update at the December regular Board of Trustees meeting. Preliminary fall enrollment increased by just under 2%; a detailed analysis will be shared next month. Spring enrollment activity is underway, and early indicators show that the College is significantly ahead of last year at this time. While it is too early to discuss specific numbers, both new and continuing student trends are positive, suggesting strong retention and projected growth for spring.

Goal 2: Academic Programs and Pathways
Interim Provost Duman and the academic leadership are developing a new, integrated pathway system that aligns credit and non-credit programs more clearly. Currently, pathways are shaped largely by tradition and funding structures; for example, separating CTE programs from non-CTE and workforce training. The new model aims to provide a more seamless experience, allowing students to enter through non-credit workforce training and progress smoothly toward an associate degree in their chosen field. Interim Provost Duman will present the framework of this new system to the Board in January or February 2026.

Goal 3: Community Partnerships and Engagement
Construction of NIC's American Indian Student Center is progressing well. The project remains ahead of schedule, with completion expected by the end of January rather than the original May 2026 timeline. The

facility looks excellent, and recent visits with tribal partners, including Coeur d'Alene Tribe Chairman Chief Allan, confirmed their strong enthusiasm for the center. Tribal representatives have played an important role throughout the planning process.
The College continues to expand their involvement in regional and federal Technology and Innovation Hub (Tech Hub) initiatives. Following the reopening of the federal government, NASA's Aerospace State Hub project has been reactivated, and NIC is now moving into Phase 2 after submitting a solid proposal earlier this week. The College is also continuing to collaborate with the American Aerospace Materials Manufacturing Center (AAMMC) Tech Hub in Springfield, ID. Both initiatives have the potential to significantly enhance advanced manufacturing and aerospace programming for North Idaho.

Goal 4: Institutional Systems and Integration
NIC at Sandpoint has experienced significant growth, with enrollment increasing from 9 students at this time last year to 52 students, a 437% increase. The campus hub has expanded its workforce training efforts, including the purchase of a new semi-truck for Commercial Driver License (CDL) instruction, and has added several nursing and health professions programs. Additional updates will be provided as progress continues.

Goal 5: Operational Excellence and Infrastructure
Sarah Garcia, Vice President for Finance and Business Affairs, and Ken Wardinsky, Chief information Officer will present on this goal later in the meeting. Goal 5 represents one of the College's broadest and most foundational objectives, supporting NIC's wider strategic initiatives. President Swayne deferred further detail to the forthcoming presentation.

Data and activities related to the strategic plan have been incorporated into the Mission Fulfillment Dashboard. A full presentation on the dashboard is planned for a future meeting. The Mission Fulfillment Dashboard represents the culmination of the strategic planning process, and serves as a primary tool by which the NWCCU evaluates whether NIC is meeting its mission. The dashboard distills all strategic goals and student success objectives into twelve key metrics. Dr. Swayne explained that this work relates directly to the College's Year 7 accreditation visit scheduled for 2027, and that learning how the Board can impact mission fulfillment is an important next step in the strategic planning process.

General Updates
President Swayne highlighted upcoming instrumental and vocal Christmas concerts and encouraged Trustees and community members to review the frequently updated events schedule. He noted that these events are free, open to the public, and reflect the significant effort of students, faculty, and community participants.

The Men's and Women's Basketball teams will be traveling this week with away games on Thursday, November 20, 2025. The games will be available for online viewing. A home wrestling dual against Clackamas Community College, one of NIC's greatest rivals, will take place on Friday, November 21, 2025 at 7:00 p.m. in Christianson Gym.

Dr. Swayne recognized the Graphic and Web Design Program for its recent positive media coverage and the national reputation it continues to build. He also referenced highlights from Interim Chief Communications and Government Relations Officer Tom Greene's weekly press update.

Recent press coverage featured Louisa Rogers, Coordinator - Center for New Directions, and the work of the center in supporting students, particularly single parents through their educational pathways. Additionally, the Math Department was commended for hosting its annual high school competition which drew approximately 90 students despite occurring on Election Day (which closed some schools that were used for polling places). President Swayne noted that Coeur d'Alene High School performed especially well among the participating schools.

NIC will host a Legislative Send-Off on December 10, 2025 at 5:30 p.m. in the Meyer Health and Sciences Building (MHS) in partnership with the University of Idaho, Lewis-Clark State College, and area Chambers of Commerce. President Swayne encouraged outreach to legislators in support of their attendance and emphasized the value of the event in showcasing the College's work.

DRAFT

Dr. Swayne said that he has spent the past several days in meetings with the State Board of Education (SBOE) regarding two budget-related matters. In response to the Joint Finance-Appropriations Committee's (JFAC) request last year, the SBOE is developing an approach to outcomes-based budgeting that avoids undue risk to institutions. Work on implementing this program is ongoing. Additionally, the State has implemented a 3% budget reduction this year and plans an additional 3% cut next year, totaling approximately $1 million over two years. Work continues on strategies to address these reductions.

From December 2-4, 2025, President Swayne, Trustee Zimmerman, and others will attend the NWCCU 2025 Annual Conference in Seattle, WA, where the College has been invited to present on board policy development. The President stated that NIC has gained wide recognition for its efforts to modernize and strengthen board policies.

INFORMATION ITEMS

Enrollment - Fall

This topic has been deferred until the December Regular Board of Trustees meeting.

Instruction: Career and Technology

Vicki Isakson, Dean of Instruction - Workforce Education, provided an overview of the Career and Technical Education programs, including current enrollment statistics. The Trustees offered comments and praise. Ms. Isakson's presentation is included as an addendum to these minutes.

Strategic Plan: Goal 5 Metrics

Sarah Garcia, Vice President for Finance and Business Affairs, and Ken Wardinsky, Chief Information Officer shared an overview of the metrics associated with Goal 5 of the College's strategic plan. Their presentation is included as an addendum to these minutes.

Continuous Improvement Cycle

President Swayne explained that as part of the regular mid-cycle review, the NWCCU noted the need for a more formal and clearly documented continuous improvement process. After interviewing approximately 60 individuals who consistently described and understood the current system, the NWCCU evaluators observed that the process lacks an overt model.

In response, a graphical representation of the existing, informal process is being developed. Ken Wardinsky presented a test demonstration of Version 2 of the proposed model, which can be implemented quickly without altering current practices.

President Swayne made additional comments and Trustee Zimmerman offered gratitude to the Administration for their diligence and timely response.

Accreditation Update

Dr. Swayne stated that this topic was addressed earlier in the President's Report.

CONSENT AGENDA

Tab 1: Approve Board Regular Meeting Minutes for October 15, 2025

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

NEW BUSINESS

Approve Self-Assessment Results

President Swayne stated that the Board Self-Assessment results were reviewed during a Facilitated Discussion held earlier in the day. Chair Corkill requested a motion to approve the self-assessment results. Trustee Knudtsen made the motion which was seconded by Trustee Durbin. Chair Corkill called for the vote. The motion passed unanimously with five votes in favor.

Tab 2: Accept NIC Audit Results

DRAFT

Sarah Garcia reported that the annual independent fiscal audit has been completed. She expressed gratitude to the multiple teams involved, and specifically thanked Sandra Jacquot, Director - Finance Business Services, Stephanie Padilla, Director - Finance & Accounting, and Kelly Lyons, Director - Financial Aid for their excellent work in managing the project to completion.

Ms. Garcia introduced Barry Weber, a partner at the third party auditor Eide Bailly LLP, who joined the meeting via Zoom and shared the results of the audit with the Board. Also present on Zoom was Eide Bailly LLP Audit Manager Blake Clayton.

Following the presentation, Chair Corkill commented and requested a motion to accept the audit results as presented. Trustee Rick Durbin made the motion which was seconded by Trustee Havercroft. Chair Corkill called for the vote. The motion passed unanimously with five votes in favor.

Tab 3: First Reading of Board Goals 2025-2026
President Swayne stated that an initial draft of the Board Goals was created and discussed at length durimg the Facilitated Discussion meeting held earlier in the day. The Board will conduct a first read of the final draft at the December regular Board of Trustees meeting.

Board Policy Subcommittee Meeting Report
Trustee Zimmerman reported on behalf the Subcommittee, which also includes Trustee Havercroft, President Swayne, ACCT consultant Dr. DiThomas, and Interim Executive Assistant to the President Kristin Howard. The Subcommittee met earlier in the day and reviewed the following policies:

Policy 2.01.08 (Board Performance Review):
Work is underway to establish specific dates and timelines for conducting the annual Board self-assessment, receiving the results, and using those results to develop formal Board goals. These Board goals will be incorporated into the policy.

Policy 2.01.09 (Trustee Emeritus Status):
No revisions are being proposed at this time. Further review will occur prior to bringing a draft to the full Board.

Policy 2.01.10 (Board General Conduct):
The attestation form was reviewed in depth. The Subcommittee plans to recommend including explicit reference to the Open Meeting Laws as requirements for Board members. Additionally, Policy 2.01.12 (Code of Ethics) will be added to the attestation, as it had previously been referenced without the numbered citation.

Policy 2.01.11 (New Board Member Orientation):
Discussion occurred; additional revisions may be proposed after further Subcommittee review.

Trustee Havercroft stated that frequent review of these policies has been beneficial, ensuring that members remain familiar with the content and that revisions help clarify intent and improve readability. Trustee Zimmerman said that the Subcommittee will meet again to finalize proposed revisions and will bring the updated policies to the Board for a first read, followed by a second read and vote at a subsequent meeting.

Chair Corkill extended his gratitude to Trustees Zimmerman and Havercroft for assuming their roles and responsibilities on the Board Policy Subcommittee.

Elect Board Officers
Chair Corkill opened the floor for nominations of Board Officers and nominated Trustee Zimmerman for Board Chair. Trustee Knudtsen seconded the nomination. With no other nominations, Chair Corkill called for the vote. The vote passed with four votes in favor, confirming Trustee Zimmerman as Board Chair.

Trustee Corkill stated that he would manage the elections through completion and requested nominations for Vice Chair. Trustee Durbin nominated Trustee Knudtsen. The nomination was seconded by Trustee Havercroft. Chair Zimmerman then nominated Trustee Havercroft. The nomination was seconded by Trustee Knudtsen. Trustee Durbin rescinded his earlier nomination. Chair Corkill closed the floor for nominations and called for the vote. The vote passed with four votes in favor, confirming Trustee Havercroft as Vice Chair.

DRAFT

Trustee Corkill commented briefly and requested nominations for Board Secretary/Treasurer. Trustee Knudtsen nominated Trustee Durbin. The nomination was seconded by Trustee Havercroft. With no other nominations, Trustee Corkill called for the vote. The vote passed with four votes in favor, confirming Trustee Durbin as Board Secretary/Treasurer.
Trustee Corkill passed the gavel on to Chair Zimmerman.

Tab 4: Complete Trustee Annual Affirmation
Each Trustee was provided with a copy of the Trustee Annual Affirmation. Given the length of the document, Chair Zimmerman requested that the Trustees take turns reading each bullet point aloud. The Trustees proceeded in rotation through the statements. Upon completion, each Trustee signed and affirmed the document as read.

TRUSTEE REMARKS FOR THE GOOD OF THE ORDER
Trustee Havercroft expressed her appreciation to former Chair Corkill for his strong leadership and guidance throughout the past year.

President Swayne extended his gratitude to ACCT consultants Ken Burke and Dr. Debbie DiThomas for their service since February 2023, acknowledging their ongoing support in Board training, governance assistance, and organizational development. He said that their work was instrumental in NIC's progress from show cause status toward the anticipated status of good standing.

Chair Zimmerman concluded by offering wishes for a happy Thanksgiving and expressed hopes for good health and meaningful time with family and friends.

The meeting was adjourned at 7:28 p.m.

Respectfully Submitted,
Suzy Scura, Board Clerk

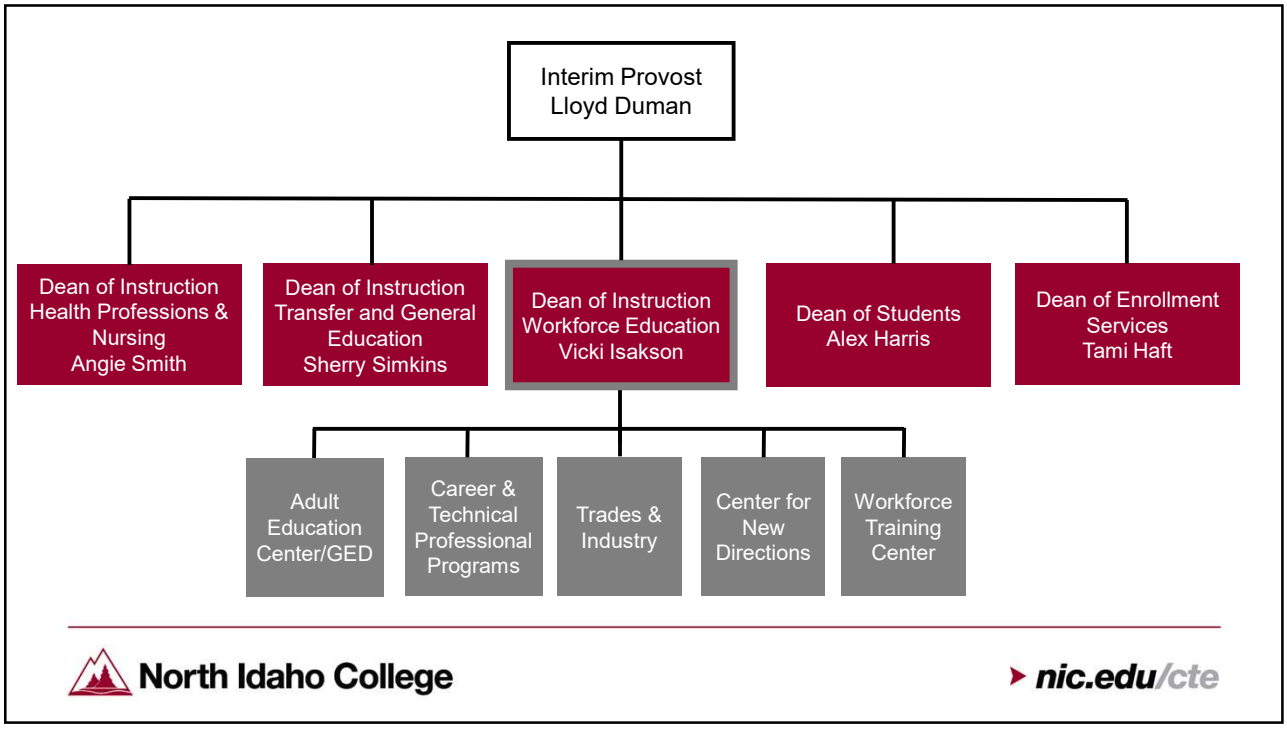
Addenda:
1) Simulation Center Presentation
2) Career and Technology Presentation
3) Strategic Plan Presentation: Goal 5 Metrics
4) Trustee Annual Affirmations

DRAFT

Career and Technical Education (CTE)

November 2025

North Idaho College



CTE Funding

CTE FY26 allocation – $8,402,857

- CTE Faculty and Staff
- Maintenance and Operations

Perkins V (Prog. Imp.) – $221,183

- Equipment
- Professional Development
- Emergency Funds for students

Trades and Industry

- Autobody and Paint Technology
- Automotive Technology
- Construction Management
- Diesel Technology
- Heating, Ventilation, Air Conditioning, Refrigeration
- Industrial Automation & Robotics (Mechatronics)
- Industrial Mechanic / Millwright
- Machining and CNC Technology
- Mechanical Design Engineering Technology
- Welding Technology

Career & Technical Professional Programs

- Administrative Office Management Technology
- Administrative Office Technology
- Bookkeeping & Accounting Assistant
- Business Management – Entrepreneurship, Human Resources
- Computer Applications
- Culinary Arts
- Cybersecurity and Information Security Administration
- Fire Service Technology
- Graphic and Web Design
- Hospitality Management
- Law enforcement
- Medical Administrative Assistant
- Medical Billing Assistant
- Medical Billing Specialist
- Medical Receptionist
- Office Specialist/Receptionist
- Outdoor Recreation Leadership*
- Paralegal
- Virtual Administrative Assistant

Enrollment

All CTE – Up 25% year over year
- 2023/24 – 566
- 2024/25 – 708

Trades & Industry – Up 27% year over year
- Fall 2024 – 146
- Fall 2025 - 185

Career & Technical Professional Programs
- Fall 2024 – 253
- Fall 2025 - 250

Rathdrum Rumble







450 people, 150 vehicles

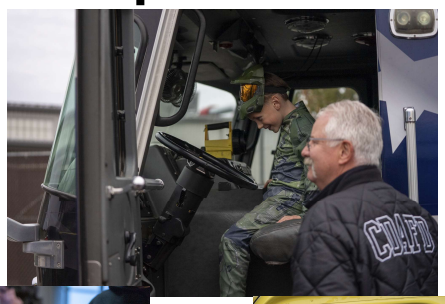
4

North Idaho College

nic.edu/cte

Trick or Treat Open House





464 people





North Idaho College

nic.edu/cte

Middle School Tour (8th graders) CDA School District

720 students over 3 days



North Idaho College

nic.edu/cte

Upcoming Recruitment Events

Business Professional of America (December)

Middle and High School Bus Tours (Feb/March ‘26)

Hard Hats, Hammers, Healthcare and Hot Dogs (April ‘26)

North Idaho College

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Growth Opportunities

- Retention
- Industrial Automation & Robotics
- Expand – Diesel, Welding, Cyber Security, Graphic & Web Design
- CTE Dual Credit
- Non-credit to credit

2025 - 2030

Strategic Plan Goal 5

North Idaho College

nic.edu

Goal 5 - Infrastructure

Achieve organizational efficiency and effectiveness by fostering a dynamic college environment that invests in employees, facilities, and technologies to support student success.

North Idaho College

nic.edu

GOAL 5

Objective 5.1

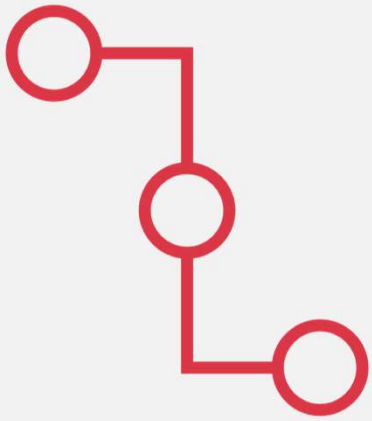
Review and update NIC's compensation to ensure competitiveness, and alignment with industry standards while incentivizing and encouraging employee development.



GOAL 5

Objective 5.2

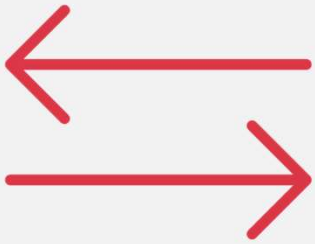
Ensure effective and efficient resource allocation to support strategic plan objectives.



GOAL 5

Objective 5.3

Align common campus measures to the strategic plan objectives and action plans and improve data-reporting capabilities at the college.



GOAL 5

Objective 5.4

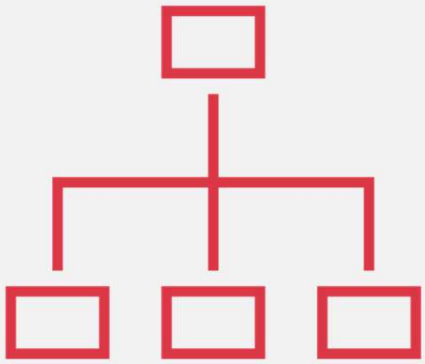
Identify opportunities to modernize campus technology solutions that promote automation, process improvement, and integration.



GOAL 5

Objective 5.5

Ensure campus facilities support and encourage learning and collaboration.



GOAL 5

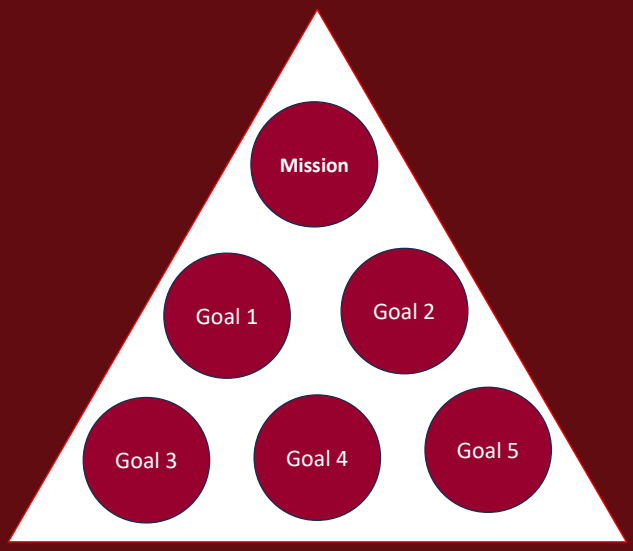
Objective 5.6

Expand access to housing and resources by working with community partners to address student needs for affordable housing, transportation, and other essential services and ensure they have the support necessary to succeed.



NIC Strategic Planning

Mission Driven



Annual Trustee Affirmation

As a North Idaho College Trustee,

I affirm that:

- I will work to support the interests of North Idaho College ("NIC") and the Board.
- I will recognize that authority over the organization is only vested in the Board when it meets in legal session;
- I recognize my authority exists only when acting collectively with my fellow board members, and that our authority is derived from, and obliged to serve, the interests of our entire community;
- I will devote time, thought, and study to the duties of a trustee, and engage in an ongoing process of in-service education and continuous improvement;
- I will consider information received from all sources and base decisions upon all available facts while maintaining confidentiality of privileged information;
- I will work with fellow trustees in a spirit of harmony and co-operation, and respect differences of opinion;
- I will respect the majority decisions of the Board.
- I will demonstrate discretion when making public statements in person, online or in other forums, so as to minimize the impression that such statements reflect the opinion of NIC or the Board. This includes full disclosure to participants when attending meetings as an ordinary citizen.
- I will be prepared to participate in open, honest, and civil deliberation with my colleagues, vote my conscience rather than to advance any special interests, and respect the decisions we make;
- I will deal appropriately with sensitive issues and respect the confidentiality of discussions that take place during executive sessions;
- I represent everyone the College serves, not a particular interest group;
- I will declare any potential conflict of interest. I will not participate in, vote on, or exert influence on, any decision in which I cannot be unbiased;
- I will abide by the Code of Ethics (Policy 2.01.12);
- I will honor the division of responsibility between the Board and the President and staff and contribute to creating a spirit of true cooperation and a mutually supportive relationship in support of our community.

Brad Corbin

Trustee Signature

11-19-25

Date

Annual Trustee Affirmation

As a North Idaho College Trustee,

I affirm that:

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Trustee Signature

11-19-2025
Date

North Idaho College

Policy #: 2.01.10

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Mary Haverstroft
Trustee Signature

11/19/2025
Date

North Idaho College

Policy #: 2.01.10

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Trustee Signature

11/19/2025
Date

North Idaho College

Policy #: 2.01.10

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Trustee Signature

11-19-2025
Date

Tab 3

TAB 3

CONSENT AGENDA: Approve Board of Trustees Goals 2025 - 2026

BACKGROUND: Tab 3 includes the Board of Trustees Goals 2025 – 2026

SUGGESTED MOTION FOR BOARD ACTION
It is requested that [Board Member] make the motion to approve Board of Trustees Goals 2025 – 2026 as presented.

Prepared by: Suzy Scura
Board Clerk

North Idaho College

proposed for first reading at
December 2025 regular meeting

Board of Trustees Goals 2025-2026

1. **Accreditation**
   Continue working with the president and the college to address accreditation recommendations and maintain good standing.

2. **Community Engagement**
   Advocate for the College's reputation as an economic engine for the community.
   a. Conduct collaborative meetings with key stakeholders.
   b. Participate in community chambers and other economic development groups.

3. **Monitoring and Oversight**
   Continue to monitor the College's progress toward meeting the community's needs and the accomplishment of established goals.
   a. Engage at regular board meetings with college leadership through President's report, recurring reports, and other topical information.

4. **Educational Quality and Student Success**
   Ensure, monitor, and support academic excellence, student success, and a campus climate that welcomes the free expression of diverse thoughts by employees and students.
   a. Periodically conduct board meetings at outreach centers.
   b. Participate in facilitated tours of College infrastructure.
   c. Receive regular updates on enrollment, student persistence, and success metrics.

5. **Financial Responsibility**
   Ensure a sustainable economic future for NIC through policy, monitoring, and adoption of a strategy to maintain accreditation and financial stability for the community college.
   a. Establish a Board Finance Subcommittee.
   b. Assure resources are available to support planning implementation.
   c. Engage in the budget process.

6. **Board Effectiveness**
   Model best practices of board governance.
   a. Engage in professional development (e.g. attending a national conference, participation in board retreats)
   b. Attend graduation ceremonies and other College events.
   c. Advocate for the College with local, state, and national lawmakers.
   d. Report to fellow Board members on topics of interest.

7. **Strategic Vision**
   Support the College's future vision through strategic planning, policy development, and resource allocation.
   a. Monitor implementation of the plan.
   b. Engage in Facilities Master Planning process.

DRAFT