



# North Idaho College

1000 West Garden Avenue, Coeur d'Alene, Idaho 83814  
[www.nic.edu](http://www.nic.edu)

**President's Office**  
(208)769-3303 phone  
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February 8, 2023

Sonny Ramaswamy, Ph.D.  
Northwest Commission on Colleges and Universities  
8060 165th Ave NE, Suite 200  
Redmond, WA 98052

Dear Dr. Ramaswamy:

The purpose of this letter is to provide you with an update about recent opportunities in which the North Idaho College Board of Trustees participated in constructive, meaningful training in an effort to better fulfill its governance responsibilities outlined in Northwest Commission on Colleges and Universities (NWCCU) Standards and Eligibility Requirements. This letter builds upon the information in my previous letter to you, dated February 2, 2023. All of this training was led by myself and NIC's Special Assistant to the President, Dr. Debbie DiThomas, who has served as a governance consultant with the Association of Community College Trustees (ACCT) and who has extensive experience as a community college president. Dr. DiThomas was under contract with the college through February 3, 2023.

During the week of January 9, 2023, Dr. DiThomas conducted introductory meetings with all five of the trustees. During these meetings, she explained her temporary role as Special Assistant to the President, including her responsibilities to assist the board with institutional accreditation concerns. She conducted an open dialog with the trustees respective to their roles as trustees and the issues and circumstances that led to governance concerns.

Follow up meetings with individual trustees occurred during the week of January 12, 2023. Dr. DiThomas facilitated discussion concerning the trustees' roles and responsibilities in general, and specifically in the accreditation process. She also previewed with all of the trustees, ACCT's book *Trusteeship in Community Colleges—A Guide for Effective Governance*. The trustees have since all received a copy of the book.

Dr. DiThomas provided additional follow up training meetings with each trustee while the board was in Boise for the Higher Education Week at the Capitol. During this time, Dr. DiThomas and I asked each trustee to read from the Trusteeship book, Chapter 1 – Community Colleges and their Boards, Chapter 5 – The Board and the Chief Executive, and Chapter 6 – Best Practices of Effective Governing Boards.

As reported in my previous letter, all five members of the NIC Board participated in a meet and greet with the executive director of the Idaho State Board of Education, to

Sonny Ramaswamy, Ph.D.

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learn about its roles and responsibilities. They also participated in a formal training session with the Office of the Attorney General for the state of Idaho on the topic of open meeting law. The Open Meeting Law presentation slides and the itinerary for the board's activities during Higher Education Week are attached for your information.

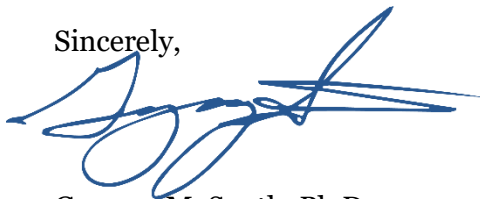
As also mentioned in my previous letter, the board of trustees participated in an orientation session, including presentations by the administration on the topics of accreditation (NWCCU Standards and ERs), strategic planning, budget, and an overview of policies. Please see the attached supporting materials, which include the agenda and presentation slides on planning, finance, and accreditation. We were also able to start the conversation about roles and responsibilities and best practices of CEOs and boards. Only four trustees were able to participate in this training, but I followed up with the remaining trustee to discuss with him what had been covered during the training.

During the last week of her contract, Dr. DiThomas met with two trustees to start reviewing the board's internal governance policies, Section 2.A. of the NIC Policy Manual. As mentioned in NIC's response letter of January 4, 2023, there are several policies that have not been reviewed in over a decade.

NIC plans to enter into a formal agreement with the ACCT to provide additional training sessions with Dr. DiThomas and another consultant of equal stature, with the goal of providing immediate evidence of the understanding and demonstration of best practices in community college board governance.

North Idaho College remains committed to complying with all NWCCU Standards and Eligibility Requirements. Please do not hesitate to let me know if you need any additional information.

Sincerely,



Gregory M. South, Ph.D.  
Interim President

# Idaho Open Meeting Law

**State of Idaho**



**Office of Attorney General  
Raúl Labrador**

Office of the  
Attorney General

**Idaho  
Open Meeting Law  
Manual**

Idaho Code §§ 74-201 through 74-208



JULY 2019

LAWRENCE WUSDEN  
Attorney General  
700 West Jefferson Street  
Boise, ID 83720-0010  
[www.ag.idaho.gov](http://www.ag.idaho.gov)

# Outline

- I. Definitions**
- II. Notice and Agenda**
- III. Conduct of the Meeting**
- IV. Executive Sessions**
- V. Enforcement**

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# State Policy

...the formation of public policy  
is public business and shall not  
be conducted in secret.

(Idaho Code § 74-201)

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# Rule of statutory construction

Words are given the meaning set forth in the definition portion of the code section or chapter.

- The definition contained in code controls over the common definition of the word.
- Different chapters or code sections may define the same word slightly differently.
- If no statutory definition exists, the common meaning controls.

# Definitions

## Decision

Any determination, action, vote or final disposition upon a motion, proposal, resolution, order, ordinance or measure on which a vote of a governing body is required, at any meeting at which a quorum is present. (Idaho Code § 74-202; Open Meeting Law Manual (OML) p. 23)

## Deliberation

The receipt or exchange of information or opinion relating to a decision, but shall not include informal or impromptu discussions of a general nature. (OML p. 23)

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# Definitions

## Public Agency

Any state board, commission, department, authority, educational institution or other state agency created by or pursuant to statute or executive order of the governor. Any regional board, commission, department or authority created by or pursuant to statute. Any county, city, school district, special district, or other municipal corporation or political subdivision of the state of Idaho any subagency of a public agency which is created by or pursuant to statute or executive order of the governor, ordinance, or other legislative act. (OML p. 23-24)

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# Definitions

## Governing Body

Members of any public agency which consists of two (2) or more members with the authority to make decisions for or recommendations to a public agency regarding any matter. (OML p. 24)

## Meeting

Convening of a governing body of a public agency to make a decision or to deliberate toward a decision on any matter. (OML p. 24)

- regular meeting
- special meeting

# Meeting and Agenda Notice

- Regular Meetings

No less than a five (5) calendar day meeting notice and a forty-eight (48) hour agenda notice shall be given, unless otherwise provided by statute. (Idaho Code § 74-204(1); OML p. 25)

- Special Meetings

Shall not be held without at least a twenty-four (24) hour meeting and agenda notice, unless an emergency exists. (Idaho Code § 74-204(2); OML p. 25)



# Meeting and Agenda Notice

- Executive Sessions

A twenty-four (24) hour meeting and agenda notice shall be given if only an executive session will be held. Notice must state reason and specific provision of law authorizing the executive session. (Idaho Code § 74-204(3); OML p. 26)

- Notice for meetings and agendas shall also be posted electronically if the entity maintains an online presence through a website or social media platform. (Idaho Code § 74-204(1); OML p. 25)



# Meeting and Agenda Notice

- An agenda is required for each meeting.
  - posted same as meeting notice
  - only “good faith” amendments
  - motion and vote required for amendments made within 48 hours of, or during, the meeting

(Idaho Code § 74-204(4); OML p. 26)

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# Action Items on Agenda

- An agenda item that requires a vote shall be identified on the agenda as an “action item...”. Identifying an item as an action item does not require a vote to be taken on that item. (Idaho Code § 74-204(4))
- Final action may not be taken on an agenda item added after the start of a meeting unless an emergency is declared ... The declaration and justification shall be reflected in the minutes. (Idaho Code § 74-204(4)(c))



# Conduct of Meeting

- All meetings of a governing body of a public agency shall be open to the public. (Idaho Code § 74-203; OML p. 24)
- A governing body shall not hold a meeting at any place where discrimination on the basis of race, creed, color, sex, age or national origin is practiced. (Idaho Code § 74-203(4); OML p. 25)



# Conduct of Meeting

- All meetings may be conducted using telecommunications devices. (Idaho Code § 74-203(5): OML p. 25)
- Members of a public board may **not** use computers or texting to conduct private conversations among themselves about board business.



# Conduct of Meeting

- The governing body of a public agency shall provide for the taking of written minutes of all its meetings, and all minutes shall be available to the public. (Idaho Code § 74-205(1); OML p. 27)
- Minutes shall include:
  - All members of the governing body present
  - All motions, resolutions, orders, or ordinances proposed and their disposition
  - The results of all votes

(Idaho Code § 74-205(1); OML p. 27)

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# Executive Sessions

An executive session at which members of the public are excluded may be held, but only for the purposes and only in the manner set forth in this section. The motion to go into executive session shall identify the specific subsections of this section that authorize the executive session. There shall be a roll call vote on the motion and the vote shall be recorded in the minutes. An executive session shall be authorized by a two-thirds (2/3) vote of the governing body. (Idaho Code § 74-206(1); OML p. 27)



# Executive Sessions

- a) When, in hiring a public officer, employee, staff member, or individual agent, the respective qualities of individuals are to be evaluated in order to fill a particular vacancy or need.
- b) To consider the evaluation, dismissal or disciplining of, or to hear complaints or charges brought against, a public officer, employee, staff member or individual agent, or public school student.

# Executive Sessions

- c) To acquire an interest in real property which is not owned by a public agency.
- d) To consider records that are exempt from disclosure.
- e) To consider preliminary negotiations involving matters of trade or commerce in which the governing body is in competition with governing bodies in other states or nations



# Executive Sessions

- f) To communicate with legal counsel for the public agency to discuss the legal ramifications of and legal options for pending litigation, or controversies not yet being litigated but imminently likely to be litigated. The mere presence of legal counsel at an executive session does not satisfy this requirement.



# Executive Sessions

- g) To engage in communications with a representative of the public agency's risk manager or insurance provider to discuss the adjustment of a pending claim or prevention of a claim imminently likely to be filed. The mere presence of a representative of the public agency's risk manager or insurance provider at an executive session does not satisfy this requirement.
- h) To consider labor contract matters authorized under Section 74-206 (1)(a) and (b).

# Executive Sessions

- The exceptions to the general policy in favor of open meetings stated in this section shall be narrowly construed. It shall be a violation of this act to change the subject within the executive session to one not identified within the motion to enter the executive session or to any topic for which an executive session is not provided. (Idaho Code § 74-206(2); OML p. 28)

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# Executive Sessions

- No executive session may be held for the purpose of taking any final action or making any final decision. (Idaho Code § 74-206(3); OML p. 28)
- Minutes pertaining to an executive session shall include a reference to the specific statutory subsection authorizing the executive session and shall also provide sufficient detail to identify the purpose and topic of the executive session but shall not contain information sufficient to compromise the purpose of going into executive session. (Idaho Code § 74-205(2); OML p. 27)



# Negotiations in Open Session

- All negotiations between a governing board and a labor organization shall be in open session.
- A governing board may hold an executive session for the specific purpose of:
  - Considering a labor contract offer or to formulate a counteroffer; or
  - Receiving private information about a specific employee
- All documentation exchanged between the parties during negotiations shall be subject to public writings disclosure laws.
- Public testimony, if any, shall be posted as an agenda item.
- Any other provision notwithstanding, the governing body shall post notice of all negotiation sessions at the earliest possible time practicable.



# Enforcement

- Failure to comply with the provisions of Idaho Code §§ 74-201 – 74-207 renders the action null.
- Any member who participates in a meeting that violates these provisions will be subject to a civil penalty.
  - up to \$250
  - up to \$1,500 for “knowingly” participating
  - up to \$2,500 if subsequent to previous violation within last 12 months



# Enforcement

- Attorney General shall have the duty to enforce this act in relation to public agencies of state government.
- Prosecuting Attorneys' duty to enforce this act in relation to local public agencies within their respective jurisdictions.
- Any person affected by a violation of the provisions of this act may commence a civil action.



# Enforcement

- A violation may be cured by a public agency upon:
  - The agency's self-recognition of a violation; or
  - Receipt by the secretary or clerk of the public agency of written notice of an alleged violation. A complaint filed and served upon the public agency may be substituted for other forms of written notice.
    - Upon notice, the governing body has fourteen (14) days to respond publicly and either acknowledge the violation and state an intent to cure or state that it has determined that no violation has occurred and that no cure is necessary. Failure to respond shall be treated as a denial of any violation for purposes of proceeding with any enforcement action.



# Enforcement

- Following the public agency's acknowledgment of a violation pursuant to paragraph (a)(i) or (a)(ii) of this subsection, the public agency shall have fourteen (14) days to cure the violation by declaring that all actions taken at or resulting from the meeting in violation of this act void.



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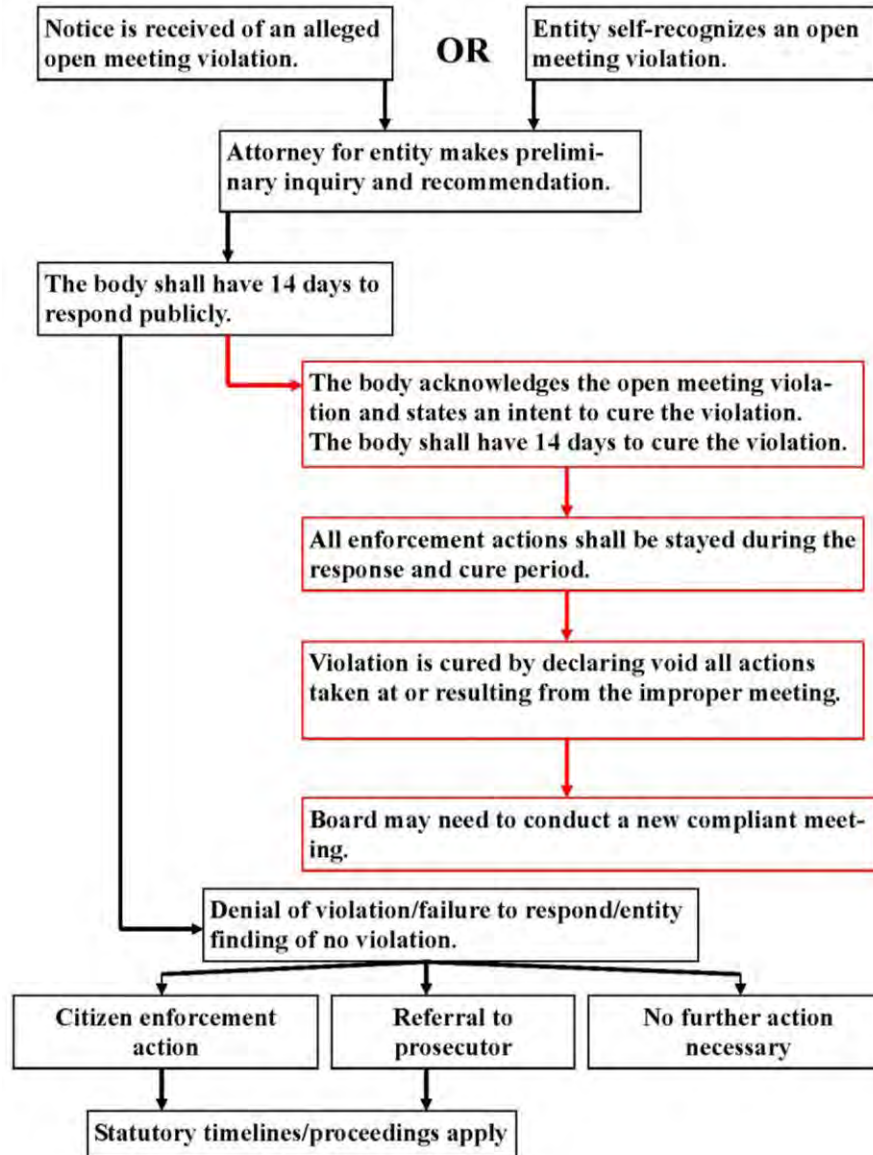
(Idaho Code § 74-208(7)(b); OML p. 31)

# Enforcement

- All enforcement actions shall be stayed during the response and cure period but may recommence at the discretion of the complainant after the cure period has expired.
- A cure as provided in this section shall act as a bar to the imposition of the civil penalty provided in subsection (2) of this section. A cure of a violation as provided in subsection (7)(a)(i) of this section shall act as a bar to the imposition of any civil penalty provided in subsection (4) of this section.



## Curing Process – Idaho Code § 74-208(7)



**State of Idaho**  
**Office of the Attorney General**  
**OPEN MEETING LAW CHECKLIST**  
***Regular Meetings***

Meeting Date and Time: \_\_\_\_\_

Meeting Location: \_\_\_\_\_

\_\_\_\_\_  
[Idaho Code § 74-203(4) and (5)]

Before Meeting

- Meeting Notice posted 5 or more calendar days prior to the meeting date.  
[Idaho Code § 74-204(1)]
- Agenda Notice posted at least 48 hours prior to the meeting.  
[Idaho Code § 74-204(1)]
- Posting of Amended Agenda [Idaho Code § 74-204(4)]

During Meeting

- First: Any agenda amendments? [Idaho Code § 74-204(4)(b) and (c)]
- Secretary or other person appointed to take minutes.  
[Idaho Code § 74-205(1)]

After Meeting

- Minutes available to the public within a reasonable time after the meeting.  
[Idaho Code § 74-205(1)]

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**State of Idaho**  
**Office of the Attorney General**  
**OPEN MEETING LAW CHECKLIST**  
***Special Meetings***

Meeting Date and Time: \_\_\_\_\_

Meeting Location: \_\_\_\_\_

\_\_\_\_\_  
[Idaho Code § 74-203(4) and (5)]

Before Meeting

- Meeting and Agenda Notice posted at **least 24 hours** prior to the meeting. [Idaho Code § 74-204(2)]
- Notification provided to the news media. [Idaho Code § 74-204(2)]
- Posting of Amended Agenda [Idaho Code § 74-204(4)]

During Meeting

- First: Any agenda amendments? [Idaho Code § 74-204(4)(b) and (c)]
- Secretary or other person appointed to take minutes. [Idaho Code § 74-205(1)]

After Meeting

- Minutes available to the public within a reasonable time after the meeting. [Idaho Code § 74-205(1)]

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**State of Idaho**  
**Office of the Attorney General**  
**OPEN MEETING LAW CHECKLIST**  
***Executive Sessions***

Session Date and Time: \_\_\_\_\_

Session Location: \_\_\_\_\_

[Idaho Code § 74-203(4) and (5)]

Executive Session Only

- Meeting and Agenda Notice posted at least 24 hours prior to the session. [Idaho Code § 74-204(3)]
- Posting of Amended Agenda [Idaho Code § 74-204(4)]

Executive Session During Regular or Special Meeting

- Motion to enter Executive Session to discuss one of the exemptions listed in Idaho Code § 74-206.
- $\frac{2}{3}$  vote to enter Executive Session reflected in regular/special meeting minutes. [Idaho Code § 74-206(1)]

During Session

- First: Any agenda amendments? [Idaho Code § 74-204(4)(b) and (c)]
- Secretary or other person appointed to take minutes. [Idaho Code § 74-205(1)]

After Session

- Minutes must reference statutory subsection authorizing executive session and identify purpose and topic of session. [Idaho Code § 74-205(2)]
- Minutes available to the public within a reasonable time after the meeting. [Idaho Code § 74-205(1)]

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>> SAMPLE FORM <<

Public Agency: \_\_\_\_\_, Idaho  
(name of county, city, district, etc.)

Governing Body: \_\_\_\_\_  
(i.e., "Board of County Commissioners", "City Council", etc.)

Meeting Date, Time and Location: \_\_\_\_\_

**EXECUTIVE SESSION MOTION AND ORDER**

\_\_\_\_\_  
(print name), \_\_\_\_\_ (print title),  
MOVES THAT THE BOARD, PURSUANT TO IDAHO CODE § 74-206, CONVENE  
IN EXECUTIVE SESSION TO: (identify one or more of the following)

- Consider personnel matters [Idaho Code § 74-206(1)(a) & (b)]
- Deliberate regarding an acquisition of an interest in real property [Idaho Code § 74-206(1)(c)]
- Consider records that are exempt from public disclosure [Idaho Code § 74-206(1)(d)]
- Consider preliminary negotiations involving matters of trade or commerce in which this governing body is in competition with another governing body [Idaho Code § 74-206(1)(e)]
- Communicate with legal counsel regarding pending/imminently-likely litigation [Idaho Code § 74-206(1)(f)]
- Communicate with risk manager/insurer regarding pending/imminently-likely claims [Idaho Code § 74-206(1)(i)]

Purpose/Topic summary (required): \_\_\_\_\_  
AND THE VOTE TO DO SO BY ROLL CALL.

CONVENE AT: \_\_\_\_\_ ADJOURN AT: \_\_\_\_\_

	<u>YES</u>	<u>NO</u>	<u>ABSTAIN</u>
_____ (print name), Chair	_____	_____	_____
_____ (print name), Member	_____	_____	_____
_____ (print name), Member	_____	_____	_____

Clerk/Deputy Clerk: \_\_\_\_\_  
(Signature)

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>> **SAMPLE FORM** <<

Public Agency: \_\_\_\_\_, Idaho  
(name of county, city, district, etc.)

Governing Body: \_\_\_\_\_  
(i.e., "Board of County Commissioners", "City Council", etc.)

Meeting Date, Time and Location: \_\_\_\_\_

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**MOTION AND ORDER TO AMEND AGENDA**

*(less than 48 hours before regular meeting or 24 hours before special meeting)*

\_\_\_\_\_  
(print name), \_\_\_\_\_  
(print title),  
MOVES THAT THIS GOVERNING BODY, PURSUANT TO IDAHO CODE § 74-  
204, AMEND THE AGENDA FOR THIS MEETING AS FOLLOWS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Good faith reason item not included in posted agenda (required):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

	<u>YES</u>	<u>NO</u>	<u>ABSTAIN</u>
_____ (print name), Chair	_____	_____	_____
_____ (print name), Member	_____	_____	_____
_____ (print name), Member	_____	_____	_____

Clerk/Deputy Clerk: \_\_\_\_\_  
(Signature)

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# Questions?

**State of Idaho**



**Office of Attorney General  
Raúl Labrador**

## 2023 Higher Ed Week – JFAC (Boise Trip)

**Tuesday, January 24** Trustees - Arrive in Boise late afternoon/ early evening flight  
(Laura will pick up from airport or arrange pick up/ delivery to your hotel)  
*Dinner on your own or in groups if you wish*

### **Wednesday, January 25**

8 – 10 a.m. **House Education Committee** (lower level of Capitol)

4-year Institutions (45 - 60 minutes)

Community Colleges (45 - 60 minutes)

10:30 am SBOE meet/ greet with Matt Freeman, ED of SBOE – offices of SBOE, tunnel from Capitol

*11 a.m. to 11:45 a.m. impromptu meetings w/ Legislators; halls of Capitol*

11:15 a.m. to 11:45 a.m. – Chair McKenzie meet with Dr. DiThomas and Dr. South (seating area within Capitol bldg. or Capitol dining room/ coffee shop)

12 – 1 p.m. Lunch – on your own or in groups  
*(1 pm to 1:25 p.m. walk back to Capitol building)*

1:30 – 2 p.m.

Meet with Governor Little and/or Governor's staff; we'll break up into smaller groups – 2 trustees with Dr. South and Dr. Bradford to meet with Governor – others to meet Governor's staff (optional)

2 p.m. – Trustee Waggoner meet with Dr. DiThomas and Dr. South (seating area within Capitol bldg. or Capitol dining room/ coffee shop)

3 – 4 p.m.

**Senate Education Committee** (lower level of Capitol)

Community Colleges (½ hr. presentation and ½ hr. Q&A)

4:30 p.m. – Trustee Corkill meet with Dr. DiThomas and Dr. South (lobby lounge of hotel)

5 p.m. – Trustee Banducci meet with Dr. DiThomas and Dr. South (lobby lounge of hotel)

*(4:30 – 5:45 p.m. open time for others)*

6:15 p.m. NIC Group Dinner - *Reservations made at Richards; Party of 10*

### **Thursday, January 26**

**Joint Finance and Appropriations Committee (JFAC)**

8:00 - 8:50 a.m. CSI 8:50 - 9:35 a.m. NIC

9:35 - 9:50 a.m. Break 9:50 - 10:35 a.m. CWI 10:35 - 11:20 a.m. CEI

\*Check out of hotel

11:30 a.m. – 12:30 p.m. Lunch – on your own or in groups

*(12:30 – 12:55 p.m. walk back to Capitol building)*

1 p.m. – 2:15 p.m.

**Open Meetings Law Training Session**

Attorney General's Office

3 p.m. Trustees Depart for Airport  
(Laura take to airport or arrange transportation to airport)

## Board Orientation/Training

Introduction: Debbie DiThomas (2 minutes)

### Part I: College Overview

- A. Overview of Board Policy Manual – Dr. Greg South (10 minutes)
  - a. Overview of sections of manual
  - b. Point out Board Internal Policies
  - c. Online location for this manual
  - d. Discuss the two processes for updating policy
  - e. Etc.
- B. Overview of College Planning Efforts and Accountability Requirement – Steve (and Ken?) (15 - 20 minutes)
  - a. Academic Master Plan; Strategic Enrollment Management, Facilities Plan, Information Technology Plan, Strategic Plan
  - b. Online location for these plans
  - c. Accountability Measures
  - d. Entities to which we are accountable
  - e. Etc.
- C. Overview of College Budget—Sarah – (15 - 20 minutes)
  - a. Budget Planning Process/timeline
  - b. Involvement of Constituency Groups
  - c. Board Responsibility????
  - d. Accountability
  - e. Etc.
- D. Overview of Accreditation Standards (10 minutes)
  - a. Online location for these Standards
  - b. Brief review of all standards (so they see depth)
  - c. Point out the standards that NWCCU says we are not meeting
  - d. Etc.

BREAK (5 – 10 minutes)

### Part II: Board Development

- A. Activity
- B. Facilitated discussion of Board readings:
  - a. Chapter 1. Community Colleges and their Boards
  - b. Chapter 5. Pages 99 – 111. Board and CEO Roles and Responsibilities and Elements of a High-performing Board and CEO
  - c. Chapter 6. Best Practices of Effective Governing Boards
- C. Next Steps
  - a. Board Internal Governance Review
  - b. Continued Board Development



# Strategic Planning Work Session

February 2023

**North  
Idaho  
College**

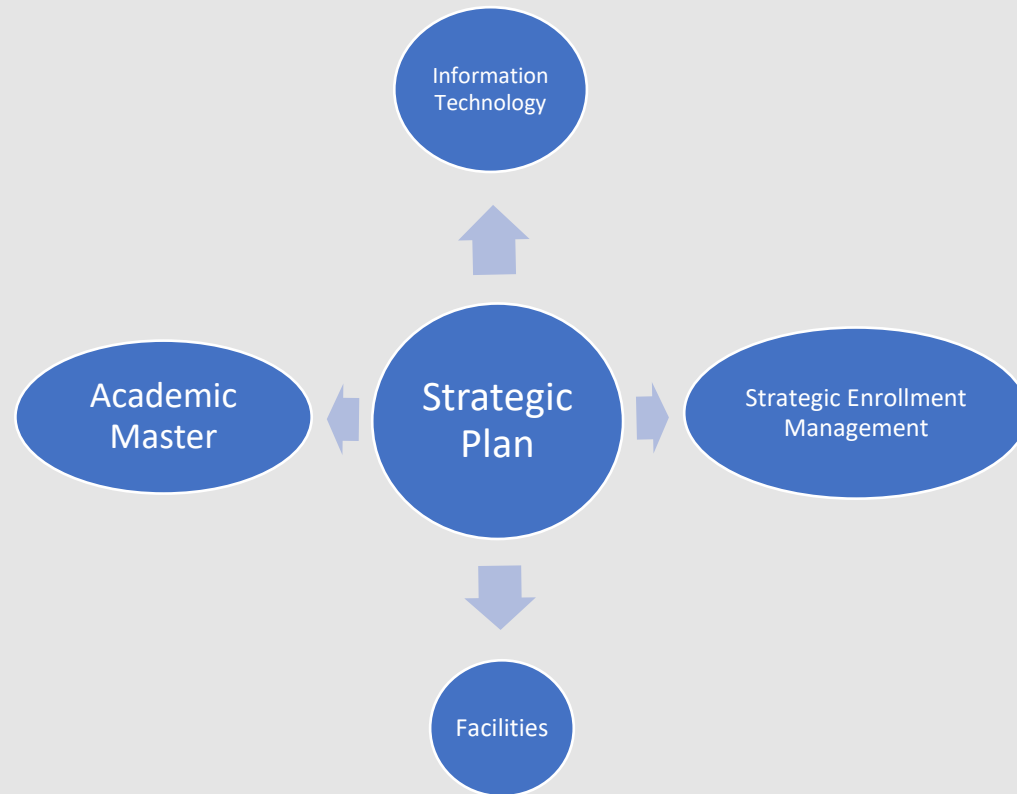
► ***nic.edu***

# Planning, Strategy, and Effectiveness Department

- Three full-time employees: Two data analysts and one data assistant
- Executive Accreditation and Planning Committee: Participatory governance conduit
- NIC is held accountable:
  - NWCCU and National/Programmatic Accreditors
  - U.S. Department of Education
  - State of Idaho
- Institutional Research
  - Internal, National, & State Projects/Initiatives
- Program Review Support: Academics and Student Services
- [Institutional Research Board](#)
- Manage [Planning & Effectiveness](#), and [Institutional Research](#) Pages



# Planning at NIC



[Strategic Plan](#), 2020-2025

[Academic Master](#), 2018-2023

[SEM](#), 2019-2024

[Facilities](#), 2018-2028

[IT](#), 2019-2024

- Modified annually
- All are on [Planning & Effectiveness Webpage](#)

# NIC Strategic Plan

Eight objectives categorized under three goals

1. Ensure Affordable Student Access, Completion, and Transfer
2. Invest in People, Places, and Processes
3. Engage with Community and Workforce Partners

# NIC Strategic Plan

## Goals

- Reflect the fundamental characteristics of a comprehensive community college

## Objectives

- Broad approaches to covering the three goals
- Known as the “Great Eight”

## Strategies

- Directed actions
- At least one strategy for every objective

# Components of Mission Fulfillment



# KPIs, Measuring Performance, Mission Fulfillment Dashboard



# Recent Improvement Initiatives

- [First Year Experience](#)
- [Cardinal Central](#)
- [NIC Connect](#)
- English 101P, Co-requisite class
- Meyer Health and Science Building Expansion

# State Board of Education Strategic Plan

- Annual Submission of Performance Measures
- Follow up

# Summary

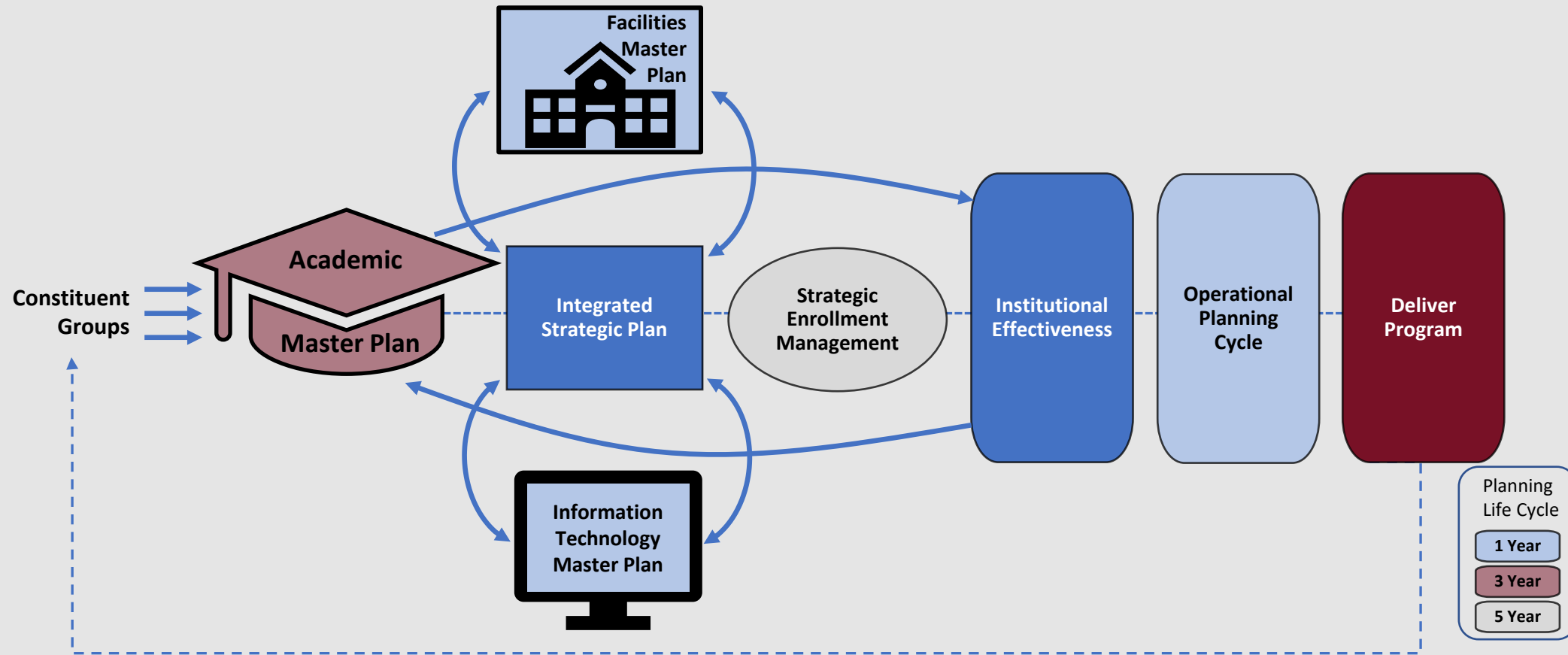
- Great people at NIC who take NIC's mission to heart
- Many skillful and experienced professionals at NIC
- NIC is held accountable (U.S. Department of Education, NWCCU, and State of Idaho)
- Trust and building mutual respect are two keys to success
- Planning is important when looking at implementing a new program or service: Impact of financial resources, personnel, facilities all taken into consideration when starting something new



# Questions/Comments



# Appendix A: Strategic and Operational Planning



# Appendix B, Highest Performing Measures, FY2022

- First Year Credit Momentum, 24 and 30 Credits (77<sup>th</sup> & 84<sup>th</sup>)
- Percentage of Concurrent Enrolled students (High School) taking CTE courses (68<sup>th</sup>)
- Next-Term Persistence Rate: Part-time Students (71<sup>st</sup>)
- Fall-to-Fall Retention Rate: Part-time Students (77<sup>th</sup>)
- Composite Financial Indicator Score (73<sup>rd</sup>)
- Licensure Passage Rate exceeded 90% (N/A)

# Appendix C, Lowest Performing Measures, FY2022

- Market Penetration Rates, Credit Students (51<sup>st</sup>)
- Gateway Course Momentum, English (19<sup>th</sup>)
- Fall-to-Fall Retention Rates, Full-Time Students (44<sup>th</sup>)

# Appendix D: First-Year Experience (FYE) at NIC

The purpose of FYE at NIC is to increase student retention and engagement NIC through implementation of FYE best practices for community colleges.

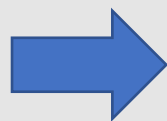
Research indicates that community college students who go through First-Year Experience (FYE) programs have higher retention rates (Newman, 2016; Trevino, 2020). In addition, community college FYE programs have been found to provide significant transition and academic support for first-generation students and to increase student involvement and engagement by providing a welcoming environment and helping students make meaningful connections to faculty, staff, and the entire college community (Ricardo, 2020).

# Preliminary Data

	Fall 2022	Percentage Retained in Spring 2023
FYE Cohort	201	85.6%
FYE Eligible Cohort (excluding FYE Cohort)	299	70.2%
NIC Students (excluding FYE Cohort)	4,087	69.2%

# North Idaho College FYE Outcome Categories

- Orientation towards Collegiate Citizenship
- Cultivating Intellectual Curiosity
- Recognition of Career Readiness Opportunities

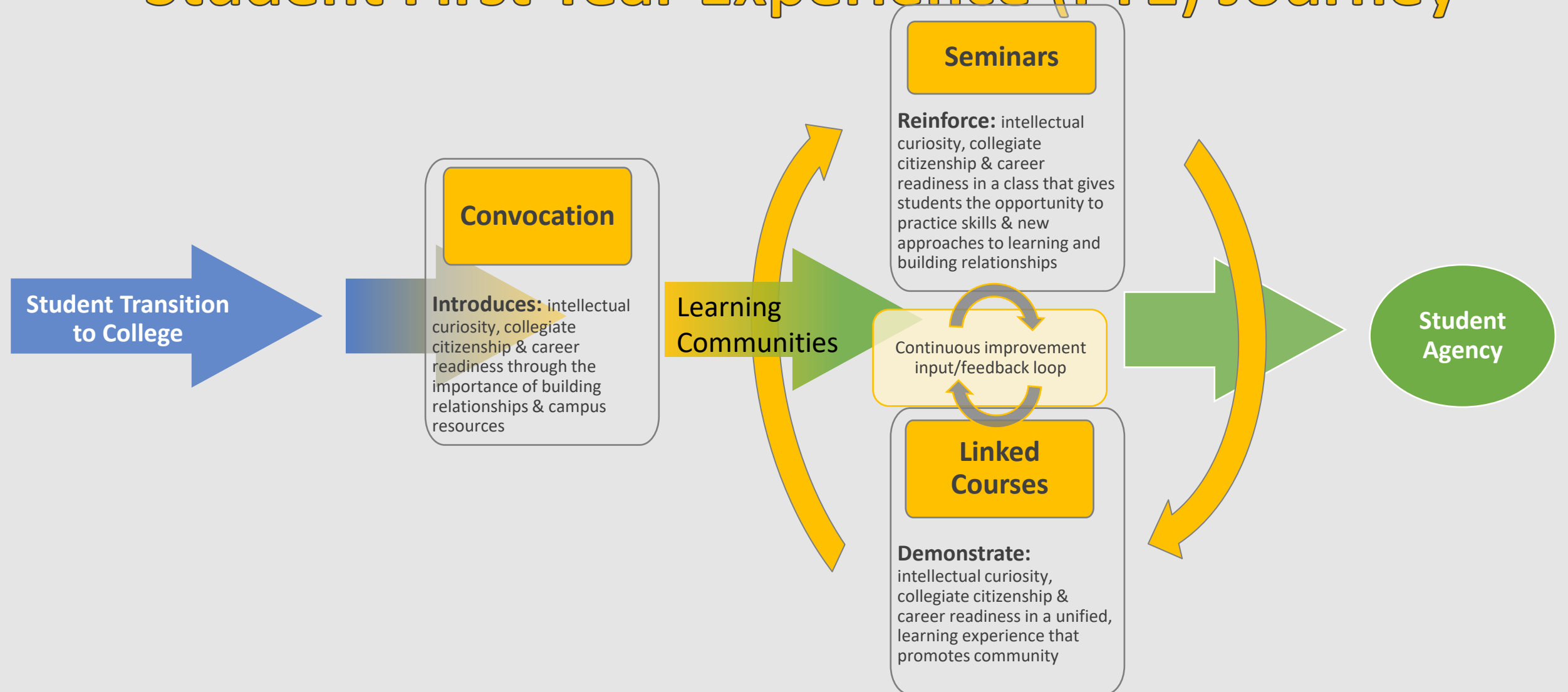


Convocation

Seminar

Learning Communities

# Student First Year Experience (FYE) Journey





# Qualitative Data

- *The experience ...has changed the way I view college and it has taught me things I will use for the rest of my college career and beyond.-Jaelyn*
- *It taught me study habits...I feel more prepared and ready to face the future.--Cole*
- *I learned what I can expect in the future as a college student, and what I can do to prepare myself to be fully ready for my career in the future.—Hayden*
- *I made significant developments to my character in a successful effort to change the way I view and engage with my learning.- Jake*

# Sources

Newman, J. F. (2016). *A first-year experience course and its relationship to retention and academic success at a public community college*. (Publication No. 3157). [Doctoral dissertation, East Tennessee State University]. East Tennessee State University Digital Commons. <https://cdc.etsu.edu/cgi/viewcontent.cgi?article=4559&context=etd>

Trevino, R. II (2020). *How do first year experience programs contribute to first-generation student success at community colleges?* (Publication No. 27996124). [Doctoral dissertation, California Lutheran University]. Proquest. <https://www.proquest.com/openview/52c986a19f9077a3291348f7c7add18e/1?cbl=18750&diss=y&pq-origsite=gscholar&parentSessionId=xJqCFDqVJ5PgM%2FilaFoKGAdCQ2tU%2FN8w2no3Lxhuobw%3D>



# OVERVIEW OF NIC BUDGET

Board Orientation/Training  
February 1, 2023

**North  
Idaho  
College**

► *[nic.edu](http://nic.edu)*

# Budget Timeline

- February
  - Discuss enrollment and revenue projection
  - Develop budget assumptions
  - Hold campus forum to introduce budget process
- March
  - JFAC recommendation for funding
  - Individual meetings (President's Cabinet, Deans and Directors)
  - Consolidation and prioritization of requests for general fund

# Budget Timeline

- April
  - Finalize general fund, gather other funds
  - Prepare board presentation
  - Hold campus forum to update on budget progress
  - Meet with Trustees to provide preview prior to open meeting
  - First Reading
- May
  - Second Reading/Approval
  - Future year line items and capital requests due to state

# Campus Involvement in Budget

- Campus forums are held to provide transparency into the process
- Campus committee (Meet and Confer) provides recommendations to administration for employee compensation
- Meeting with Student Fee Committee (as needed)
- Encourage departments to be inclusive of full team in budget development

# Board Responsibility

- Understanding and awareness of overall financial stability of institution
  - Annual Audit
  - Monthly budget reports
- Understanding of budget proposal
  - Supportive of strategic plan
  - Reasonable and achievable
- Approval of Budget proposal
- Monitoring of Budget after approval

# Accountability

- Office of Finance and Business Affairs is required to follow:
  - Generally Accepted Accounting Principles (GAAP)
    - Evaluated annually by external audit firm
    - Guarantees consistent accounting treatment
  - Federal Regulations
    - Federal grants evaluated by external audit firm
    - Evaluated by granting agency periodically
    - IRS guidelines and audits
  - State Program Requirements
    - PERSI
    - Career Technical Education
  - NIC Administrative guidelines and policies





# Accreditation Work Session

February 2023

**North  
Idaho  
College**

► ***nic.edu***

# Northwest Commission on Colleges and Universities (NWCCU)

Accreditation Process is

- Voluntary
- Non-governmental
- Self-regulatory
- Focused on quality assurance and institutional improvement

Not representing or speaking on behalf of the NWCCU

# 23 NWCCU Eligibility Requirements (ERs)

- Operational Status\*
- Operational Focus and Independence
- Authority
- Institutional Effectiveness
- Student Learning
- Student Achievement
- Non-Discrimination
- Institutional Integrity
- Governing Board
- CEO
- Administration
- Faculty
- Educational Programs
- Library and Informational Resources
- Physical and Technology Structure
- Academic Freedom
- Admissions
- Public Information
- Financial Resources and Planning
- Financial Accountability
- Disclosure
- Relationship with NWCCU
- Institutional Capacity

# Categories of NWCCU Standards

## Standard One: Student Success, and Institutional Mission and Effectiveness

Institutional Mission (1)

Improving Institutional Effectiveness (4)

Student Learning (9)

Student Achievement (4)

# Categories of NWCCU Standards

## Standard Two: Governance, Resources, and Capacity

- Governance (4)
- Institutional Integrity (3)
- Academic Freedom (2)
- Policies & Procedures (4)
- Student Support Resources (6)
- Financial Resources (3)
- Human Resources (4)
- Library and Information Resources (1)
- Physical and Technology Infrastructure (1)

# Review Printed Materials

## Eligibility Requirements

- Eligibility Requirement 9, *Governing Board*
- Eligibility Requirement 8, *Institutional Integrity*
- Eligibility Requirement 10, *Chief Executive Officer*

# Review Printed Materials

## Standards

- Standard 2.A.1, *Effective Governance Structure (Board)*
- Standard 2.A.2, *Effective System of Leadership*
- Standard 2.A.3, *Qualified CEO*
- Standard 2.A.4, *Decisions must Provide Provisions of Views of Faculty, Staff, & Administrators*
- Standard 2.D.1, *Accuracy and Integrity through Announcements, Publications, and Publications*
- Standard 2.D.2, *High Ethical Standards in its Management and Operations*
- Standard 2.D.3, *Adhering to Clearly Defined Policies that Prohibit Conflicts of Interest*

# April 1, 2022 Action Letter

## NIC out of Compliance

- Eligibility Requirement 9, *Governing Board*
- Standard 2.A.1, *Governance*
- Standard 2.D.2, *Institutional Integrity*

## NIC Substantially in Compliance, but in need of improvement

- Eligibility Requirement 10, *Chief Executive Officer*
- Eligibility Requirement 11, *Administration*
- Standard 2.A.2, *Effective System of Leadership*
- Standard 2.A.3, *Qualified CEO*
- Standard 2.A.4, *Decisions must Provide Provisions of Views of Faculty, Staff, & Administrators*



# December 17, 2022 Letter

Includes all ERs and Standards from April 1, 2022 action letter

Additional Concerns based upon **Actions of the Board:**

- Eligibility Requirement 2, *Operational Focus and Independence*
- Eligibility Requirement 8, *Institutional Integrity*
- Eligibility Requirement 22, *Relationship with NWCCU*
- Standard 2 Preamble, *Commitment to a Structure of Governance that is Inclusive of Decision Making and Planning*
- Standard 2.D.3, *Adherence to Conflict of Interest Policies*
- Standard 2.F.1, *Appraisal of Working Conditions and Criterion for Evaluation*
- Standard 2.F.3, *Sufficient Number of Qualified Administrators*

# Evidence

Assume all NWCCU evaluators are from the State of Missouri – “Show Me”

Examples:

- Board Agenda, Minutes, Videos

- Board Policy and Procedures

- Board Statements

- Training Curriculum and Materials distributed (Orientations)

- CVs of Trainers

Trustees must provide **evidence** for role understanding and role acceptance

College [Response](#) to December 17, 2022 NWCCU letter is a road map for Trustees to follow