

2026 - 2030
 Strategic Plan

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| **OUR MISSION** |
| North Idaho College meets the diverse educational needs of students, employers, and the northern Idaho communities it serves through a commitment to student success, educational excellence, community engagement, and lifelong learning. |

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| **OUR VISION** |
| As a comprehensive community college, North Idaho College strives to provide accessible, affordable, quality learning opportunities. North Idaho College endeavors to be an innovative, flexible leader recognized as a center of educational, cultural, economic, and civic activities by the communities it serves. |

**OUR VALUES**

*North Idaho College is dedicated to these core values that guide its decisions and actions.*

|  |  |
| --- | --- |
| Student Success | A vibrant, lifelong learning environment that engages students as partners in achieving educational goals to enhance their quality of life. |
| Educational Excellence | High academic standards, passionate and skillful instruction, professional development, and innovative programming while continuously improving all services and outcomes. |
| Community Engagement | Collaborative partnerships with businesses, organizations, community members, and educational institutions to identify and address changing educational needs. |
| Stewardship | Economic and environmental sustainability through leadership, awareness and a responsiveness to changing community resources. |
| Diversity | A learning environment that celebrates the uniqueness of all individuals and encourages cultural competency. |

**STATEWIDE PERFORMANCE MEASURES ESTABLISHED BY THE IDAHO STATE BOARD OF EDUCATION**

The following measures, established by the Idaho State Board of Education, are highlighted on this page
to make them easier to locate. Each of these measures are also included in the body of the plan.

Student Access: Annual credit student enrollment and FTE at the end-of-term for the full reporting year (summer, fall, spring) as reported to the Idaho State Board of Education on the PSR-1 Report. Students who exclusively audit all courses during the annual year are excluded, per PSR-1 instructions. 4 [CCM 279] ^

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| Annual Headcount | 6,092 | 5,711 | 5,470 | 5,054 | 5,155 | 5,580 |
| Annual FTE | 2,876 | 2,784 | 2,593 | 2,386 | 2,433 | 2,634 |

^ Statewide Performance Measure

See also Goal 1: Measure 1.4

Student Retention: Student retention rates (fall to fall) for first-time, full-time, degree/certificate-seeking students as reported to IPEDS, Fall Enrollment survey component. 2 [CCM 025] ^

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2019 | FY 2022Fall 2020 | FY 2023Fall 2021 | FY 2024Fall 2022 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 56.1% | 61.6% | 59.2% | 58.9% | 59.0% | 59.6% |

^ Statewide Performance Measure

See also Goal 1: Measure 1.2

Student Success: First-time, full-time, degree/certificate-seeking students who completed their program within 150% of normal time as reported to IPEDS, Graduation Rates survey component.8 [CCM 196] ~ ^

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2018 | FY 2022Fall 2019 | FY 2023Fall 2020 | FY 2024Fall 2021 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 28.3% | 26.4% | 35.7% | 37.5% | 38.0% | 40.0% |

\*\* IPEDS Peer comparator data not yet available
~ Mission Fulfillment Measure
^ Statewide Performance Measure

See also Goal 2: Measure 2.2

Student Affordability: Annual student tuition & fees for the year based on in-district students taking 15 credits per semester, fall and spring. 6 [CCM 278] ^

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | $4,245 | $4,245 | $4,245 | $4,245 | N/A\*\* | N/A\*\* |
| WICHE average without CA | $4,757 | $4,846 | $4,730 | $4,688 |
| NIC % of WICHE average | 89% | 88% | 90% | 91% |

^ Statewide Performance Measure

\*\* New measure; benchmarks yet to be set by NIC

See also Goal 1: Measure 1.6

 **CRITICAL INSTITUTIONAL PERFORMANCE MEASURES FOR THE IDAHO STATE BOARD OF EDUCATION**

The following six measures are unique to North Idaho College and are core to the institution’s operation
and strategic plan. These measures are highlighted on these two pages to make them easier to locate.
Each of these measures are also included in the body of the plan.

Persistence Rate: Overall credit student persistence rates (fall to spring) as reported to the National Community College Benchmark Project (NCCBP Form 4). Includes both full- and part-time students. Dual Credit students are not included in this cohort. 3 [CCM 272] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2020 | FY 2022Fall 2021 | FY 2023Fall 2022 | FY 2024Fall 2023 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 71.7% | 74.4% | 74.8% | 75.6% | 75.8% | 76.7% |
| NCCBP Peer Group Median | 69.5% | 71.4% | 70.8% | 72.3% |  |  |

~ Mission Fulfillment Measure
See also Goal 1: Measure 1.3

Dual Credit Matriculation: NIC Dual Credit students who matriculated at NIC within one year following their high school graduation. 7 [CCM 227]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 26.6%2020 High SchoolGraduates | 26.5%2021 High School Graduates | 22.7%2022 High School Graduates | 22.2%2023 High School Graduates | 24.8% | 28.8% |

See also Goal 2: Measure 2.1

Percent Completed or Transferred in Two Years: First-time, full-time, degree/certificate- seeking students who completed a degree or certificate, or transferred, within two years as reported to the National Community College Benchmarking Project (NCCBP Form 2). 9 [CCM 273] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2019 | FY 2022Fall 2020 | FY 2023Fall 2021 | FY 2024Fall 2022 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 24.1% | 31.1% | 38.5% | 34.6% | 34.7% | 35.1% |
| NCCBP Peer Group Median | 37.5% | 35.5% | 41.9% | 41.9% |  |  |

~ Mission Fulfillment Measure

See also Goal 2: Measure 2.3

Internships/Apprenticeships/Clinicals: Number of students enrolled in an internship, apprenticeship or clinical course. 15 [CCM 275]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 938 | 1,043 | 1,189 | 1,437 | 1,451 | 1,510 |

See also Goal 3: Measure 3.6

Total Lives Touched: Annual Enrollment at end-of-term for the full reporting year (summer, fall, spring) including Credit, Workforce Training, Area Agency on Aging, Adult Education, and Head Start. Credit students who exclusively audit all courses during the annual year are included in these counts.17 [CCM 277] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-21 | FY 20222021-22 | FY 20232022-23 | FY 20242023-24 | FY 2026 Benchmark | FY 2030 Benchmark |
| Total Lives Touched \*\*Credit StudentsAcademicDual CreditCareer & Technical Non-CreditWorkforce TrainingArea Agency on AgingAdult EducationHead Start | 20,8706,0983,6981,67073014,7724,4179,797284274 | 20,3955,7173,4491,63663214,6783,85010,212316300 | 20,8405,4783,1701,75055815,3624,48210,406248226 | 21,4375,0602,8991,65051116,3774,64111,202254280 | 21,651 | 22,531 |

\*\* This measure is based on unduplicated counts within each grouping; however, a small number of students may fall into more than one category over the school year.
~ Mission Fulfillment Measure

See also Goal 4: Measure 4.2

Departure Rates: Total number of departure occurrences, other than retirement, as a percentage of full-time regular (non-temporary) employees. As reported to the National Community College Benchmarking Project (NCCBP Form 19). 19 [CCM 262] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 9.3% | 18.3% | 18.1% | 17.9% | 17.1% | 13.7% |
| NCCBP Peer Group Median | 10.3% | 12.6% | 11.4% | 9.8% |  |  |

~ Mission Fulfillment Measure

See also Goal 5: Measure 5.2

**GOAL 1 - STUDENTS
Enhance Student Access and Support Services to Strengthen Student Success**

**Goal 1 Objectives**

* Simplify the admission process and reduce barriers making it easier to enroll.
* Execute effective retention strategies ensuring students are engaged and supported in achieving their educational goals.
* Develop and implement targeted strategies that attract various student populations by promoting the benefits of attending and completing programs.

**Goal 1 Performance Measures**

1.1 Retention Rate: Overall credit student retention rates (fall to fall) as reported to the National Community College Benchmark Project (NCCBP Form 4). Includes both full- and part-time students. Dual Credit students are not included in this cohort. 1 [CCM 271] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2020 | FY 2022Fall 2021 | FY 2023Fall 2022 | FY 2024Fall 2023 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 47.8% | 48.8% | 50.6% | 53.3% | 53.4% | 54.0% |
| NCCBP Peer Group Median | 46.9% | 46.9% | 48.6% | 51.2% |  |  |

 ~ Mission Fulfillment Measure

1.2 Student Retention: Student retention rates (fall to fall) for first-time, full-time, degree/certificate- seeking students as reported to IPEDS, Fall Enrollment survey component. 2 [CCM 025] ^

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2019 | FY 2022Fall 2020 | FY 2023Fall 2021 | FY 2024Fall 2022 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 56.1% | 61.6% | 59.2% | 58.9% | 59.0% | 59.6% |
| IPEDS Peer Group Median | 51.8% | 55.3% | 56.3% | 59.6% |  |  |

 ^ Statewide Performance Measure

1.3 Persistence Rate: Overall credit student persistence rates (fall to spring) as reported to the National Community College Benchmark Project (NCCBP Form 4). Includes both full- and part-time students. Dual Credit students are not included in this cohort. 3 [CCM 272] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2020 | FY 2022Fall 2021 | FY 2023Fall 2022 | FY 2024Fall 2023 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 71.7% | 74.4% | 74.8% | 75.6% | 75.8% | 76.7% |
| NCCBP Peer Group Median | 69.5% | 71.4% | 70.8% | 72.3% |  |  |

 ~ Mission Fulfillment Measure

1.4 Student Access: Annual credit student enrollment and FTE at the end-of-term for the full reporting year (summer, fall, spring) as reported to the Idaho State Board of Education on the PSR-1 Report. Students who exclusively audit all courses during the annual year are excluded, per PSR-1 instructions. 4 [CCM 279] ^

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| Annual Headcount | 6,092 | 5,711 | 5,470 | 5,054 | 5,155 | 5,580 |
| Annual FTE | 2,876 | 2,784 | 2,593 | 2,386 | 2,433 | 2,634 |

 ^ Statewide Performance Measure

1.5 Credit and Non-Credit Annual Enrollment: Unduplicated annual enrollment of credit and non-credit students. Credit students who exclusively audit all courses during the annual year are included in these counts. 5 [CCM 146/149]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| NIC | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| Total Credit + Non-Credit \*\*Credit Students Academic Dual Credit Career & Technical Non-Credit StudentsWorkforce Training | 10,5153,6981,6707304,417 | 9,5673,4491,6366323,850 | 9,9603,1701,7505584,482 | 9,7012,8991,6505114,641 | 9,8952,9571,6835214,734 | 10,7113,2011,8225645,124 |

 \*\* This measure is based on unduplicated counts at end-of-term (i.e., credit total is unduplicated and non- credit total is unduplicated); however, an unduplicated count between the two groups is not available at this time.

1.6 Student Affordability: Annual student tuition & fees for the year based on in-district students taking 15 credits per semester, fall and spring. 6 [CCM 278] ^

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | $4,245 | $4,245 | $4,245 | $4,245 | N/A\*\* | N/A\*\* |
| WICHE average without CA | $4,757 | $4,846 | $4,730 | $4,688 |
| NIC % of WICHE average | 89% | 88% | 90% | 91% |

 ^ Statewide Performance Measure

 \*\* New measure; benchmarks yet to be set by NIC

**GOAL 2 - PROGRAMS**

**Provide Streamlined, Flexible Pathways to Success that Empower Students
to Reach their Educational Goals**

**Goal 2 Objectives**

* Design and implement pathways for Transfer and Career Technical Education (CTE) students that increase opportunities, ensuring alignment with business and industry needs, higher education partners, and academic standards.
* Enhance instructional support, including tutoring, advising, and other academic resources tailored to individual learning needs.
* Ensure clarity and transparency by communicating information about educational pathways, expectations, outcomes, and career opportunities to students, empowering them to make informed decisions about their academic journey.
* Develop and strengthen dual credit partnerships by fostering seamless transitions to post-secondary education, ensuring continuity and alignment in educational pathways.

 **Goal 2 Performance Measures**

2.1 Dual Credit Matriculation: NIC Dual Credit students who matriculated at NIC within one year following their high school graduation. 7 [CCM 227]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 26.6%2020 High SchoolGraduates | 26.5%2021 High School Graduates | 22.7%2022 High School Graduates | 22.2%2023 High School Graduates | 24.8% | 28.8% |

2.2 Student Success: First-time, full-time, degree/certificate-seeking students who completed their program within 150% of normal time as reported to IPEDS, Graduation Rates survey
 component.8 [CCM 196] ~ ^

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2018 | FY 2022Fall 2019 | FY 2023Fall 2020 | FY 2024Fall 2021 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 28.3% | 26.4% | 35.7% | 37.5% | 38.0% | 40.0% |
| IPEDS Peer Group Median | 33.3% | 30.7% | 33.8% | \*\* |  |  |

\*\* IPEDS Peer comparator data not yet available
 ~ Mission Fulfillment Measure
 ^ Statewide Performance Measure

2.3 Percent Completed or Transferred in Two Years: First-time, full-time, degree/certificate- seeking students who completed a degree or certificate, or transferred, within two years as reported to the National Community College Benchmarking Project (NCCBP Form 2). 9 [CCM 273] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2019 | FY 2022Fall 2020 | FY 2023Fall 2021 | FY 2024Fall 2022 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 24.1% | 31.1% | 38.5% | 34.6% | 34.7% | 35.1% |
| NCCBP Peer Group Median | 37.5% | 35.5% | 41.9% | 41.9% |  |  |

~ Mission Fulfillment Measure

**GOAL 3 – PARTNERS**

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

**Goal 3 Objectives**

* Strengthen community awareness and engagement at all campus sites through regular, strategic communication and collaboration with stakeholders aligning goals and maximizing mutual benefits.
* Strengthen partnerships with the Coeur d’ Alene Tribe and other regional tribes by actively engaging in collaborative initiatives that respect and support tribal communities’ educational and economic goals.
* Enhance work-based learning opportunities by deepening collaborations with businesses and industries to provide practicums, internships, apprenticeships, and hands-on training for students.

**Goal 3 Performance Measures**

3.1 Workforce Training Market Penetration: Percentage of NIC’s service area population enrolled annually in non-credit courses as reported to the National Community College Benchmarking Project (NCCBP Form 14a). Headcount is unduplicated. 10 [CCM 280] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 1.74% | 1.52% | 1.64% | 1.68% | 1.76% | 2.08% |
| NCCBP Peer Group Median | 0.73% | 0.69% | 0.92% | 0.85% |  |  |

 ~ Mission Fulfillment Measure

3.2 Cultural Activities Market Penetration: Community participation in cultural activities held at the institution as a percentage of NIC’s service area population as reported to the National Community College Benchmarking Project (NCCBP Form 14b). Cultural Activities participation counts are duplicated and may include, but are not limited to, exhibits, performances, dance, and music activities. Summer Theater rehearsals are not included. 11 [CCM 264] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | Data for this year unavailable | 10.67% | 14.44% | 15.61% | 15.76% | 16.40% |
| NCCBP Peer Group Median | 1.44% | 2.60% | 4.36% |  |  |

 ~ Mission Fulfillment Measure

3.3 Sporting Events Market Penetration: Community participation in intercollegiate sporting events held at the institution as a percentage of NIC’s service area population as reported to the National Community College Benchmarking Project (NCCBP Form 14b). 12 [CCM 265] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | Data for this year unavailable | 5.64% | 7.19% | 5.95% | 6.05% | 6.45% |
| NCCBP Peer Group Median | 2.31% | 2.72% | 3.08% |  |  |

 ~ Mission Fulfillment Measure

3.4 Public Meetings Market Penetration: Community participation in public meetings held at the institution by non-college organizations as a percentage of NIC’s service area population as reported to the National Community College Benchmarking Project (NCCBP Form 14b). 13 [CCM 266] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | Data for this year unavailable | 1.10% | 2.81% | 4.87% | 5.21% | 6.58% |
| NCCBP Peer Group Median | 5.02% | 4.25% | 4.82% |  |  |

 ~ Mission Fulfillment Measure

3.5 Industry Partners: Number of new industry partners in NIC’s service area that were established or maintained.14 [CCM 274]
or

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 42 | 37 | 46 | 39 | 41 | 43 |

3.6 Internships/Apprenticeships/Clinicals: Number of students enrolled in an internship, apprenticeship or clinical course. 15 [CCM 275]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 938 | 1,043 | 1,189 | 1,437 | 1,451 | 1,510 |

**GOAL 4 – SYSTEMS**

**Create a Unified Educational System Among the College and its Centers**

**Goal 4 Objectives**

* Provide seamless integration of academic programs, resources, and services among the college campus and its centers to ensure a consistent, cohesive, and streamlined educational experience for all students.
* Strengthen information-sharing networks between the main campus and its centers, and marketing to the NIC service region, to develop clear and consistent messaging.

**Goal 4 Performance Measures**

4.1 Region 1 High School Market Share: Enrollment by high school as a percentage of the combined senior classes in that county. 16 [CCM 276] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 2021Fall 2020 | FY 2022Fall 2021 | FY 2023Fall 2022 | FY 2024Fall 2023 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 15.6% | 15.7% | 13.0% | 12.8% | 13.4% | 15.4% |

 ~ Mission Fulfillment Measure

4.2 Total Lives Touched: Annual Enrollment at end-of-term for the full reporting year (summer, fall, spring) including Credit, Workforce Training, Area Agency on Aging, Adult Education, and Head Start. Credit students who exclusively audit all courses during the annual year are included in these
 counts.17 [CCM 277] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-21 | FY 20222021-22 | FY 20232022-23 | FY 20242023-24 | FY 2026 Benchmark | FY 2030 Benchmark |
| Total Lives Touched \*\*Credit StudentsAcademicDual CreditCareer & Technical Non-CreditWorkforce TrainingArea Agency on AgingAdult EducationHead Start | 20,8706,0983,6981,67073014,7724,4179,797284274 | 20,3955,7173,4491,63663214,6783,85010,212316300 | 20,8405,4783,1701,75055815,3624,48210,406248226 | 21,4375,0602,8991,65051116,3774,64111,202254280 | 21,651 | 22,531 |

 \*\* This measure is based on unduplicated counts within each grouping; however, a small number of students may fall into more than one category over the school year.
 ~ Mission Fulfillment Measure

**GOAL 5 - INFRASTRUCURE**

**Achieve Organizational Efficiency and Effectiveness by Fostering a Dynamic College Environment**

**that Invests in Employees, Facilities, and Technologies to Support Student Success**

**Goal 5 Objectives**

* Review and update NIC’s compensation to ensure competitiveness and alignment with industry standards while incentivizing and encouraging employee development.
* Ensure effective and efficient resource allocation to support strategic plan objectives.
* Align common campus measures to the strategic plan objectives and action plans and improve data reporting capabilities for the college.
* Identify opportunities to modernize campus technology solutions that promote automation, process improvement and integration.
* Ensure campus facilities support and encourage learning and collaboration.
* 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.

**Goal 5 Performance Measures**

5.1 Composite Financial Indicator Score: As reported to the National Community College Benchmarking Project (NCCBP Form 22). 18 [CCM 169] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 7.96 | 5.99 | 6.47 | 6.25 | 6.33 | 6.63 |
| NCCBP Peer Group Median | 6.67 | 6.43 | 6.58 | 5.93 |  |  |

 ~ Mission Fulfillment Measure

5.2 Departure Rates: Total number of departure occurrences, other than retirement, as a percentage of full-time regular (non- temporary) employees. As reported to the National Community College Benchmarking Project (NCCBP Form 19). 19 [CCM 262] ~

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | 9.3% | 18.3% | 18.1% | 17.9% | 17.1% | 13.7% |
| NCCBP Peer Group Median | 10.3% | 12.6% | 11.4% | 9.8% |  |  |

 ~ Mission Fulfillment Measure

5.3 Year to Year Deferred Maintenance: Dollar amount invested in deferred maintenance projects. The college sets an annual target for the investment of funds for deferred maintenance projects. 20 [CCM 171]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FY 20212020-2021 | FY 20222021-2022 | FY 20232022-2023 | FY 20242023-2024 | FY 2026 Benchmark | FY 2030 Benchmark |
| NIC | $193,639 | $223,586 | $270,539 | $184,700 | $231,900 | $231,900 |

**Key External Factors**

* North Idaho College is currently under a probation status imposed by the Northwest Commission on Colleges and Universities to resolve three recommendations by April 1, 2026
* Changes in local, state, or federal funding levels
* Changes in local, state, or national educational priorities
* Changes in education market (competitive environment)

**Details of Implementation**

The North Idaho College Strategic Plan is a comprehensive document that will guide the institution over the next five years as it fulfills its mission and vision, meeting the needs of its students and community. The Strategic Plan reflects NIC's mission, vision, and values, and provides direction for long-term success. It was developed collaboratively among the many NIC stakeholders and articulates broad, overarching goals for the future.

The Strategic Plan was created after a comprehensive planning process that involved analyzing internal and external data and gathering feedback from diverse groups such as faculty, staff, students, administrators, and community representatives. A dedicated Strategic Planning Steering Committee (SPSC) convened regularly to examine data trends, planning assumptions, stakeholder input, as well as challenges and opportunities for North Idaho College over the next five years.

**Footnotes**

1 Benchmark reflects improvement against NIC’s NCCBP peer group for this measure. NIC is currently less than 1% below the 66th percentile. Benchmark set to move up to the 75th percentile by 2030. [CCM 271]

2 Benchmark reflects improvement against NIC’s IPEDS peer group for this measure. NIC is currently below the 50th percentile. Benchmark set to move up to the 50th percentile by 2030. Statewide Performance Measure. [CCM 025]

3 Benchmark reflects improvement against NIC’s NCCBP peer group for this measure. NIC is currently below the 75th percentile. Benchmark set to move up to the 75th percentile by 2030. [CCM 272]

4 Benchmark reflects continued sustainable growth in annual credit enrollment and FTE at 2% per year based on college initiatives. Statewide Performance Measure. [CCM 279]

5 Benchmark reflects continued sustainable growth at 2% per year based on college initiatives. [CCM 146/149]

6 Benchmark based on WICHE unweighted average tuition and fees for 2-year institutions excluding CA from Tuition and Fees dashboard. Report can be found at <https://www.wiche.edu/policy-research-/data-resources/tuition-fees/>. [CCM 278]

7 This measure represents the percentage of NIC Dual Credit students who participated in dual enrollment during any year of high school and matriculated at NIC within one year following their high school graduation. National Student Clearinghouse results are used to calculate these numbers. Numbers are as of 4/22/2025. Data refreshes nightly so prior year trends may have changed slightly. Students who graduate during a fall or winter term may not be fully represented. Benchmark set to grow 1 percentage point per year based on college initiative. [CCM 227]

8 Benchmark reflects improvement against NIC’s IPEDS peer group for this measure. NIC is currently above the peer group median. Benchmark set to improve graduation rate .5 percentage points per year based on college initiatives. Statewide Performance Measure. [CCM 196]

9 Benchmark reflects improvement against NIC’s NCCBP peer group for this measure. NIC is currently below the 33rd percentile. Benchmark set to move up to the 33rd percentile by 2030. [CCM 273]

10 NIC’s Service area (also known as Region 1) includes Benewah, Bonner, Boundary, Kootenai, and Shoshone counties. Service area population includes all age groups and is based on most recent census estimates. Benchmark reflects improvement against NIC’s NCCBP peer group for this measure. NIC is currently below the 80th percentile. Benchmark set to move up to the 80th percentile by 2030. [CCM 280]

11 NIC’s Service area (also known as Region 1) includes Benewah, Bonner, Boundary, Kootenai, and Shoshone counties. Service area population includes all age groups and is based on most recent census estimates. Zoom counts, as applicable, are not included. Benchmark reflects continued sustainable growth in cultural activities attendance at 1% per year based on college initiatives [CCM 264]

12 NIC’s Service area (also known as Region 1) includes Benewah, Bonner, Boundary, Kootenai, and Shoshone counties. Service area population includes all age groups and is based on most recent census estimates. Zoom counts, as applicable, are not included. Benchmark reflects improvement against NIC’s NCCBP peer group for this measure. NIC is currently below the 66th percentile. Benchmark set to move up to the 66th percentile by 2030. [CCM 265]

13 NIC’s Service area (also known as Region 1) includes Benewah, Bonner, Boundary, Kootenai, and Shoshone counties. Service area population includes all age groups and is based on most recent census estimates. Zoom counts, as applicable, are not included. Benchmark reflects improvement against NIC’s NCCBP peer group for this measure. NIC is currently below the 60th percentile. Benchmark set to move up to the 60th percentile by 2030. [CCM 266]

14 NIC’s Service area (also known as Region 1) includes Benewah, Bonner, Boundary, Kootenai, and Shoshone counties. This measure aligns with NIC’s goal to expand and strengthen relationships with business, industry, educational, and community partners. Benchmark reflects continued sustainable growth in relationships with industry partners at 1% per year based on college initiatives [CCM 274]

15 This measure aligns with NIC’s goal to enhance work-based learning opportunities by deepening collaborations with businesses and industries to provide practicums, internships, apprenticeships, and hands-on training for students. Benchmark reflects continued sustainable growth in internships, apprenticeships, and clinical experience opportunities at 1% per year based on college initiatives. [CCM 275]

16 Benchmark reflects continued sustainable growth in the percentage of students in Region 1 who attend NIC. Benchmark set to improve market share by county at .5 percentage points per year based on college initiatives. [CCM 276]

17 Benchmark reflects continued sustainable growth in total lives touched at 1% per year based on college initiatives. [CCM 277]

18 The CFI is a financial measurement of an institution’s health and is a blend four core ratios: Primary Reserve Ratio, Net Operating Revenues Ratio, Return on Net Position Ratio and Viability Ratio. The range for CFI is from -4 to 10. A score of 3 or higher represents a relatively strong financial position and indicates that an institution is in a position to direct institutional resources to allow transformation. Benchmark reflects improvement against NIC’s NCCBP peer group for this measure. NIC is currently below the 66th percentile. Benchmark set to move up to the 66th percentile by 2030. [CCM 169]

19 Benchmark reflects improvement against NIC’s NCCBP peer group for this measure. NIC is currently above the peer group max for this measure. Lower percentiles are more desirable for this measure. Benchmark set to reduce departure rates to a level equal to the peer group max percentile by 2030. [CCM 262]

20 Benchmark set to reflect the current annual budget for deferred maintenance. [CCM 171]