The following action steps are provided at the request of the board. The proposed actions have been developed based upon a review of NWCCU Eligibility Standard 9, Policy 2.01.02, the June 2021 Board Statement on the NWCCU Investigation, and the July 2021 NWCCU response, with the stated goal of avoiding sanction by the Northwest Commission on Colleges and Universities. These action steps create documented evidence that the college will be able to use in completing the Ad-Hoc Report on Governance that is required to be submitted to NWCCU by August 1, 2022.

It is almost universal that all students, employees and community stakeholders want to see the College avoid a sanction status with NWCCU. In developing evidence of good faith efforts and showing action to respond, there is opportunity for the Board to find common ground and utilize the work towards the August 2021 Ad-Hoc Report to show commitment to the institution and improve employee morale and community perception of North Idaho College.

I. ACTION STEP/EVIDENCE:
Ensure that the contracts or resolutions for the Interim and Permanent President retain the language outlined in Section 2 – Responsibilities which has been a standard component of the NIC Employment Agreement with the President.

Section 2-Responsibilities of Presidential Employment Agreement
The President is appointed by the Board as the Chief Executive Officer of NIC, reports directly to the Board and serves at its pleasure. The President is authorized and responsible for the administration of NIC and has authority over all matters affecting NIC at the operational level, in accordance with applicable laws as well as the policies, rules and regulations approved and/or sanctioned by the Board. In addition to the foregoing, the President shall also be responsible for carrying out all duties described verbally or in writing by the Board. In carrying out these duties, the President recognizes the need for effective communication with the Board.

II. ACTION STEP/EVIDENCE:
Reinstate Public Comment at all regularly scheduled meetings of the Board. Consider revisions to policy or adopting a standard for if/when Public Comment will be suspended.

NIC Board Policy 2.01.02
20. To consider communications and requests from citizen or organizations on matters of policy.

NIC Board Policy 2.01.02 – Standards of Good Practice
1. That it derives its authority from and is accountable to, the community and that it must always act as an advocate on behalf of the entire community, honestly debate issues that affect it, and speaks with one voice once a decision or policy is made.
III. **ACTION STEP/EVIDENCE:**
Demonstrate respect and consideration of the recommendations of the college president. While it is understood that the Board may not agree with all recommendations of the president, it is imperative the board demonstrates respectful consideration of the recommendations of the president.

NIC Board Policy 2.01.02
13. *To consider and act on the recommendations of the president in all matters of policy pertaining to the governance and welfare of the college and the welfare of students.*

NIC Board Policy 2.01.02 – Standards of Good Practice
3. *That it is responsible for creating and maintaining a spirit of true cooperation and a mutually supportive relationship with its CEO.*

4. *That it provide overall direction to the college by setting policy while allowing the president the authority to provide daily administration of said policies.*

IV. **ACTION STEP/EVIDENCE:**
Actively engage in and continue Board training. It is recognized that the Board committed to and completed a training in June 2021, conducted by ACCT. With an interim president this type and level of training should be continued with documented goals and outcomes.

NIC Board Statement re: NWCCU Investigation
The Board is committed to engaging fully and authentically in its development process, which it understands will be an ongoing process of continuous evaluation and action.

NIC Board Policy 2.01.02 – Standards of Good Practice
5. *That its trustee members should engage in a regular and ongoing process of in-service training and continuous improvement, and regular evaluation.*

V. **ACTION STEP/EVIDENCE:**
Work in good faith with the Senate to complete the revision process and adoption of Policy 2.01.10.

NIC Board Statement re: NWCCU Investigation
..the Board reinstated Policy 2.01.10 (Board Conduct) with amendments, pending completion and adoption of the revisions now being developed.

VI. **ACTION STEP/EVIDENCE:**
Demonstrate respect and consideration of the views of constituent groups. Provide a response to constituents groups who bring forward resolutions or requests for Board action.

NIC Board Statement re: NWCCU Investigation
*The board values and affirms the legitimate role, both formal and informal, that the faculty, staff, administrators and students have on matters in which each has a reasonable interest. It understands that the views of these constituents must be authentically considered.*
VII. **ACTION STEP/EVIDENCE:**
Demonstrate collective adherence to the Standard of Good Practice as laid out in Policy 2.01.02.

*Policy 2.01.02*
In support of effective community college governance, the board of trustees believes...... that it must clearly define and articulate its role... that it is responsible for creating and maintaining a spirit of true cooperation and a mutually supportive relationship with its CEO.... that its behavior, and that of its members, exemplifies the principles of ethical trusteeship.

VIII. **ACTION STEP/EVIDENCE:**
Re-Address Board Leadership Roles

*NIC Board Statement re: NWCCU Investigation*
The Board agrees to readdress the Board leadership roles.

IX. **ACTION STEP/EVIDENCE:**
The Board understands their duties of offices, particularly the Chair.

*NIC Board Policy 2.01.02 – Section II*
Duties of Board Officers

X. **ACTION STEP/EVIDENCE:**
Address allegations of specific misconduct by the board chair.

*NIC Board Statement re: NWCCU Investigation*
The board recognizes that the complaint references allegations of significant misconduct by the board chair....the board is committed to working through the issues raised by the president in order to satisfactorily address the scope of the NWCCU investigation.

It is understood that recent litigation may impact how the Board was planning to address this issue, however there remains a need to provide some evidence for the August 2021 report. NWCCU provides some guidance for matters under litigation.

**Additional Actions and Suggestions for Board Consideration**

The following items are presented as general actions and suggestions for board consideration as the College endeavors to create evidence of actions and respond in the requested August 2021 Ad-Hoc report.

- Strict adherence to Open Meeting Laws, removing any hint of impropriety or irregularity in the conductance of any regular or special scheduled meeting of the Board.
- Keen awareness of the broadcast and recorded record of all public meetings. Some of the challenges facing the College in preparing for the August report have not only been a lack of evidence, but additional issues that must be addressed/overcome as a result of recorded meetings.
- Effort by the Board collectively and as individual members to bolster a culture of “One NIC,” working to remove any perceptions that there is a Board versus College sentiment in the governance work of the Board.
- Effort by the Board collectively and as individual members to create an environment of supportive partnership with Acting/Interim Presidents.
- Strong awareness of operational vs. policy decisions and discussions. It is recognized that there are areas of gray in some issues before the Board of where policy ends and operations begin. However, the discussion of the collective Board when it engages in these discussions can prove to be meaningful evidence of strong, functional governance.
- Continued effort by the Board to make informational requests through the Office of the President and include all members of the Board.
- Active support, participation, and visibility at College events by members of the Board.
- Continued use of Board workshops to ensure the Board is receiving information needed and is engaged in larger decision making and policy work.
- Holding at least one documented Board Self-Evaluation prior to the August 2021 report to NWCCU. Providing at least a synopsis with themes and outcomes the Board will take in response to the evaluation.
- Allow for the constituency groups to express their views during special meetings if regular meetings are cancelled.
- Allow for input from the constituency groups with the selection of a permanent president.