

**AGENDA**

**Amended December 17, 2024**

**CONVENE REGULAR MEETING**

Lake Coeur d’Alene Room, Edminster Student Union Building, 495 N College Dr, Coeur d’Alene

Zoom: <https://nic.zoom.us/j/86186877772>

- CALL TO ORDER / VERIFICATION OF QUORUM ..... Brad Corkill
- PLEDGE OF ALLEGIANCE ..... Brad Corkill
- MESSAGE FROM BOARD CHAIR ..... Brad Corkill
- CELEBRATING SUCCESS: Fine Arts ..... Nick Swayne / Joe Jacoby
- PUBLIC COMMENT ..... Brad Corkill

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

**CONSTITUENT REPORTS**

- ASNIC ..... Joseph Moran
- Faculty Assembly ..... Jon Gardunia
- Staff Assembly ..... Katrina Björkman
- Senate ..... Julie Bailey

PRESIDENT’S REPORT ..... Nick Swayne

**INFORMATION ITEMS**

- Center for New Directions ..... Nick Swayne / Louisa Rogers
- Information Technology ..... Nick Swayne / Ken Wardinsky
- Budget Process ..... Nick Swayne / Sarah Garcia

**CONSENT AGENDA**

- Action (Tab 1): Approve New Trustee Orientation Minutes for November 19, 2024.... Brad Corkill
- Action (Tab 2): Approve Board Regular Meeting Minutes for November 20, 2024..... Brad Corkill
- Action (Tab 3): Approve Board Special Meeting Minutes for December 11, 2024..... Brad Corkill

**OLD BUSINESS**

- Discussion: Strategic Plan Recap..... Nick Swayne
- Discussion: Athletics Sustainability Update ..... Nick Swayne / Alex Harris

- Discussion: Employee Retention Update..... Nick Swayne / Meagan Snyder
- Action: Approve President’s Contract..... Brad Corkill
- Information (Tab 4): ACCT Board Training Contract..... Nick Swayne

**NEW BUSINESS**

- Action: Fill Vacancy on Board Policy Subcommittee..... Brad Corkill
- Action (Tab 5): Update Policy 2.01.02 (Responsibilities, Duties, and Standards of Good Practice)..... Nick Swayne
- Action (Tab 6): Approve on Second Reading Policy 7.01.04 (Continuous Professional Service Contracts)..... Nick Swayne
- Action (Tab 7): Approve on Second Reading Policy 4.01 (Program Evaluation)..... Nick Swayne / Sherry Simkins
- Action (Tab 8): Remove on Second Reading Policy 7.05 (Textbook Adoption and Complimentary Copies)..... Nick Swayne / Sherry Simkins
- Discussion (Tab 9): First Reading of Policy 3.05 (Academic Freedom) ..... Nick Swayne / Sherry Simkins
- Discussion (Tab 10): First Reading of Policy 3.08.10 (Distance Education). Nick Swayne / Sherry Simkins
- Discussion: Board Onboarding in January prior to Regular Meeting..... Nick Swayne
- Discussion: Attendance at NWCCU Meeting in Seattle (28 Jan 2025)..... Nick Swayne
- Discussion: Attendance at JFAC Meetings in Boise (24-27 Feb 2025)..... Nick Swayne
- Discussion: Possible Joint Meeting with CdA City Council..... Nick Swayne

**REMARKS FOR THE GOOD OF THE ORDER**

ACTION: Enter Executive Session per Idaho Code § 74-206(1)(a) – Personnel ..... Board Chair  
Discussion: President’s Contract

**RECESS TO RELOCATE FOR CLOSED EXECUTIVE SESSION**

Driftwood Bay Room, Edminster Student Union Building, 495 N College Dr, Coeur d’Alene

CALL TO ORDER / VERIFICATION OF QUORUM ..... Board Chair  
Discussion: President’s Contract

ADJOURN Executive Session

**RECESS TO RELOCATE FOR OPEN SESSION**

Lake Coeur d’Alene Room, Edminster Student Union Building, 495 N College Dr, Coeur d’Alene

CALL TO ORDER / VERIFICATION OF QUORUM ..... Board Chair

**ADJOURN**

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*Mission statement: 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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# Tab 1

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

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**TAB 1**

**SUBJECT:** Consent Agenda Items

**BACKGROUND:**

Included as Tab 1 are the New Trustee Orientation Meeting Minutes for November 19, 2024

**SUGGESTED MOTION FOR BOARD ACTION**

[Board Member] make the motion to approve Consent Agenda item as presented.

Prepared by: Suzy Scura  
Board Clerk



**North Idaho College**  
**BOARD OF TRUSTEES SPECIAL MEETING**  
**NEW TRUSTEE ORIENTATION AND BOARD RETREAT**  
**Edminster Student Union Building**  
**November 19, 2024**  
**MINUTES**

**CALL TO ORDER**

Association of Community College Trustees (ACCT) Consultant Ken Burke called the meeting to order at 8:30 a.m. He and fellow ACCT consultant Dr. Debbie DiThomas welcomed the attendees and offered their congratulations to the newly elected Trustees.

**ATTENDANCE**

Trustees: Brad Corkill  
 Tarie Zimmerman

Trustees Elect: Rick Durbin  
 Mary Havercroft  
 Eve Knudtsen

Also present: Nick Swayne, President  
 Steve Kurtz, Accreditation Liaison Officer  
 Ken Burke, ACCT Consultant  
 Debbie DiThomas, ACCT Consultant

*Self-Introductions and Purpose of Orientation/Retreat*

Following a statement from Trustee Brad Corkill, Ken Burke led the attendees through an agenda review and self-introductions.

*Best Practices for High Performing Boards*

Topics of discussion included the Board of Trustee’s responsibilities, the College President’s responsibilities and a brief review of policy development.

**BREAK 10:00 a.m. – 10:09 a.m.**

*Best Practices for High Performing Boards (continued)*

Discussion continued with topics including open meeting law, the Board’s role in policy making, participatory governance, proper governance through policy, reconstitution of the Board Policy Subcommittee, Board attendance at college and community events, the formality of Board meetings, the Board’s goals and plan to achieve those goals, accreditation standards and the ACCT’s Trustee Fiduciary Duties of Care, Loyalty and Obedience.

*Communication Protocols*

Discussion involved proper communication protocols regarding Board packets, agenda item requests, requests for information and interactions between the Board, individual Trustees, internal stakeholders and the public.

**LUNCH 12:15 p.m. – 12:55 p.m.**

*Parliamentary Procedure Training*

ACCT Consultant and Professional Registered Parliamentarian (PRP) Connie DeFord joined via Zoom to share a presentation and facilitate a class on parliamentary procedure. Discussion ensued.

*Board Meeting Technology*

NIC Video Production Coordinator Andy Finney provided an overview of the various technology utilized at Board meetings such as microphones, cameras, cell phones and other recording devices.

Strategic Conversations – Board Governance Issues Related to Accreditation

Dr. DiThomas provided a review of NIC's policies specific to the Board, and discussed the reaffirmation process of the Board of Trustees' Code of Ethics Policy and the Board General Conduct Policy. Other topics of conversation included the NWCCU's latest evaluation report, the President's contract, the President's goals, votes of no confidence from various constituent groups, NIC's current legal representation and the initiation of an RFP for new legal services.

**BREAK 2:59 p.m. – 3:08 p.m.**

Strategic Conversations (continued)

Discussion continued with topics including Athletics sustainability, potential renewal of the ACCT consulting contract, fall enrollment, employee retention, and a plan for regular strategic plan updates.

The meeting was adjourned at 4:18 p.m.

Respectfully Submitted,  
Suzy Scura, Board Clerk

Addenda:

- 1) ACCT Effective Board Governance Presentation
- 2) ACCT Guide to Trustee Roles and Responsibilities
- 3) ACCT Trustee Fiduciary Duties of Care, Loyalty and Obedience
- 4) Proposed Board Goals – Adopted Oct 25, 2023
- 5) NIC Board of Trustees Plan for Achieving Goals for 2023-2024
- 6) Parliamentary Procedure Presentation for North Idaho College Board of Directors
- 7) NIC President's Goals July 2023 – Jun 2024 (Approved August 23, 2023)

## Association of Community College Trustees

### Effective Board Governance

October 23, 2024  
Seattle, Washington

Facilitators:  
Ken Burke, CPA  
Mary Spilde, Ph.D.

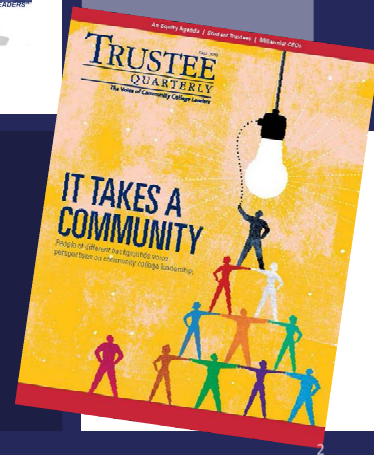
*The Voice of Community College Trustees*

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## Good Governance

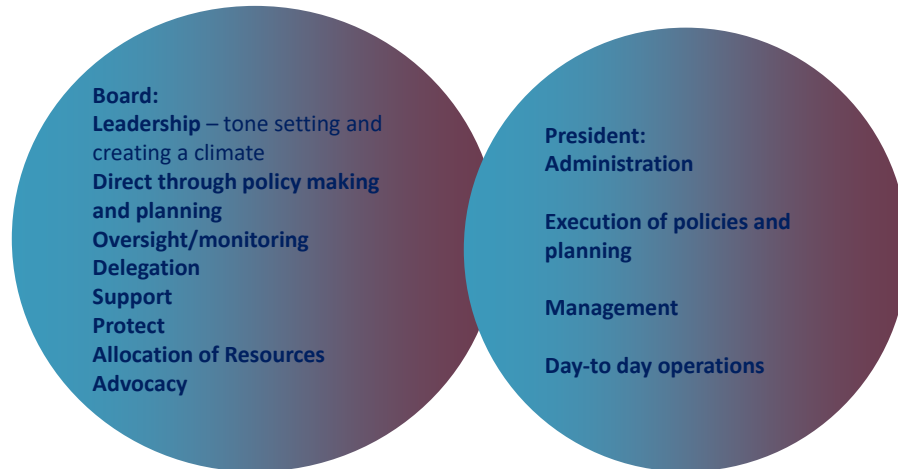
- Board's power comes from acting as a team
- No individual power
- Paradox of hierarchy and partnership
- Board and CEO on the same team



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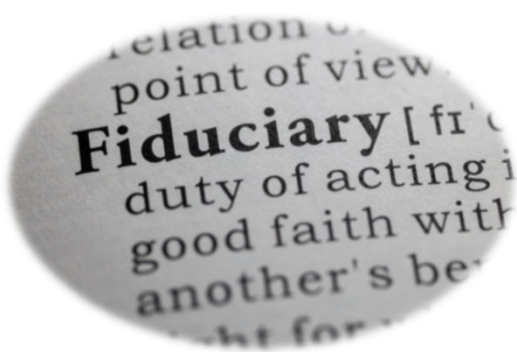
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## Board Roles and Responsibilities



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## Fiduciary Duties

- Duty of Care - engagement, attendance, informed, strategic, monitor
- Duty of Loyalty – operate in the interest of the college, and entire community - not a special interest
- Duty of Obedience – follow state and federal laws, system and college policies, act within the scope of these documents

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## Board's Role

### Govern Through Policy

- Govern as a whole body, not as an individual
- Set a tone of respect and civility
- Focus on listening to and learning from the external community
- Exercise fiduciary responsibility –duty of care, duty of loyalty, duty of obedience
- Focus on strategic planning and leadership
- Focus on policy making, not administering – the what
- Powerfully delegate
- Publicly support the CEO
- Hold the CEO accountable through monitoring
- Provide a contract with the CEO
- Hire and evaluate the CEO
- Monitor successes & deficiencies of college
- Know the financial status of the college

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### RESPONSIBILITIES

- Set standards through policy setting
- Act as a unit with one voice –no power to act on own
- Work as a member of the board team
- Discourage partisan politics – allegiance to college not political party
- Represent the public for whom they hold the college in trust
- Govern transparently
- Set the college's strategic direction
- Employ, evaluate and support the CEO
- Set realistic goals in collaboration with the president
- Define standards for quality and prudence through policy making
- Assure fiscal health and stability through establishing policy standards for stewardship of public funds
- Create a positive climate
- Monitor institutional performance
- Support and advocate for the college
- Make board a priority- do homework, attend college events, be an ambassador

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## Policy Categories

- Outcome or Results Policies – (the “what”) defines what will be produced or offered, for whom and at what cost. Ends are not the services the college provides- they are the **results** of the services. The “means” )the “how” by which these policies are achieved is the work of the administration, faculty and staff
- Executive Limitations Policies define the boundaries or parameters for the President and employees within which the must work
- Governance Process – roles and responsibilities of the board
- Board-Staff Relationship Policies describe the delegation to and accountability of the CEO

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## Board Power

- The board’s power lies in its policy making role
- If the board believes the college is moving in the wrong direction that can be rectified through developing new policy or adding executive limitations

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## What is Governing through policy?

- Three Principles:
- Board decisions are predominantly policy decisions - Look at all issues through a policy lens (the “what”) leaving the “how” to administration
- Policies are broad statements that set direction and standards for college operations
- Boards define and delegate – identify the direction up-front and parameters within which the staff operates

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## Board Role in Policy Making

- Establish a thoughtful and public policy making process
- Analyze policy proposals in light of ethical and legal standards
- Assure multiple perspectives have been considered
- Adopt broad policies that provide visionary direction and establish clear parameters
- Monitor policy implementation
- Ensure the policy is periodically reviewed and updated
- Center policy making on creating positive impacts on students and the community



## CEO's Role in Policy Making

- Help define and manage a thoughtful and public policymaking process
- Provide policy analyses and present alternatives for board discussion
- Alert the board to political ramifications of proposed policy alternatives
- Provides information that enables the board to monitor policy implementation
- Ensures the board regularly evaluates and updates its policies



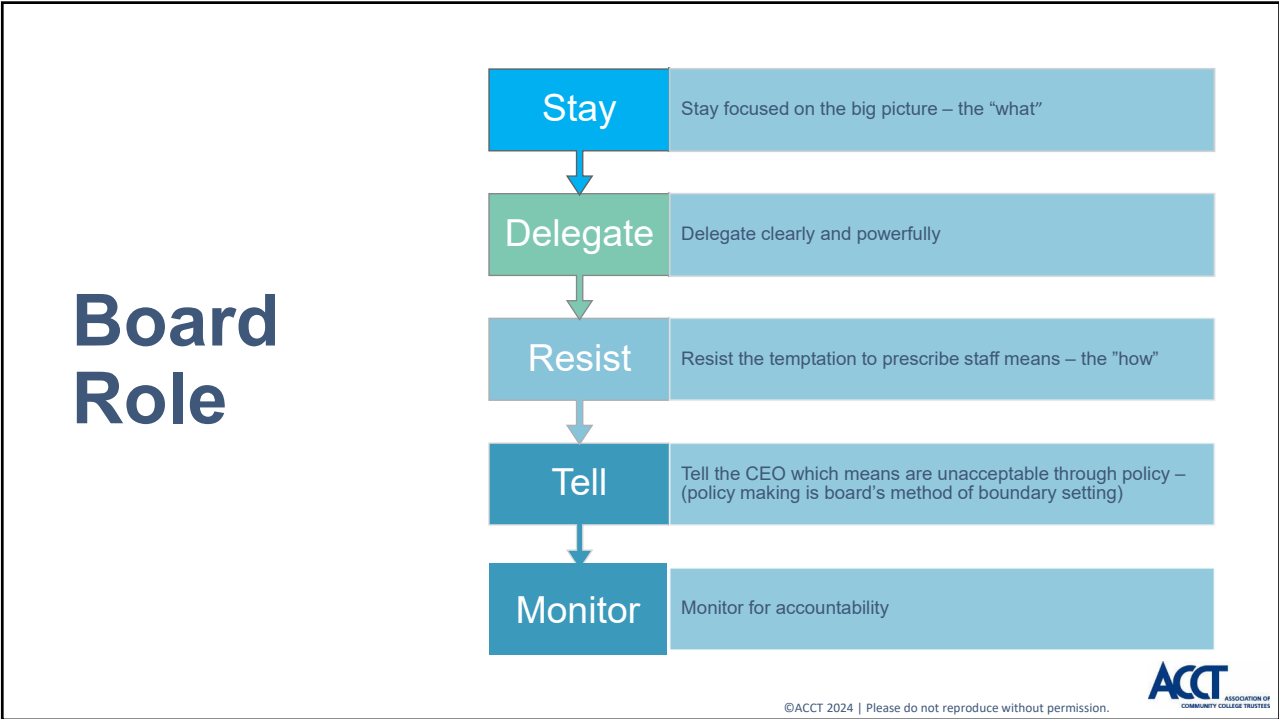
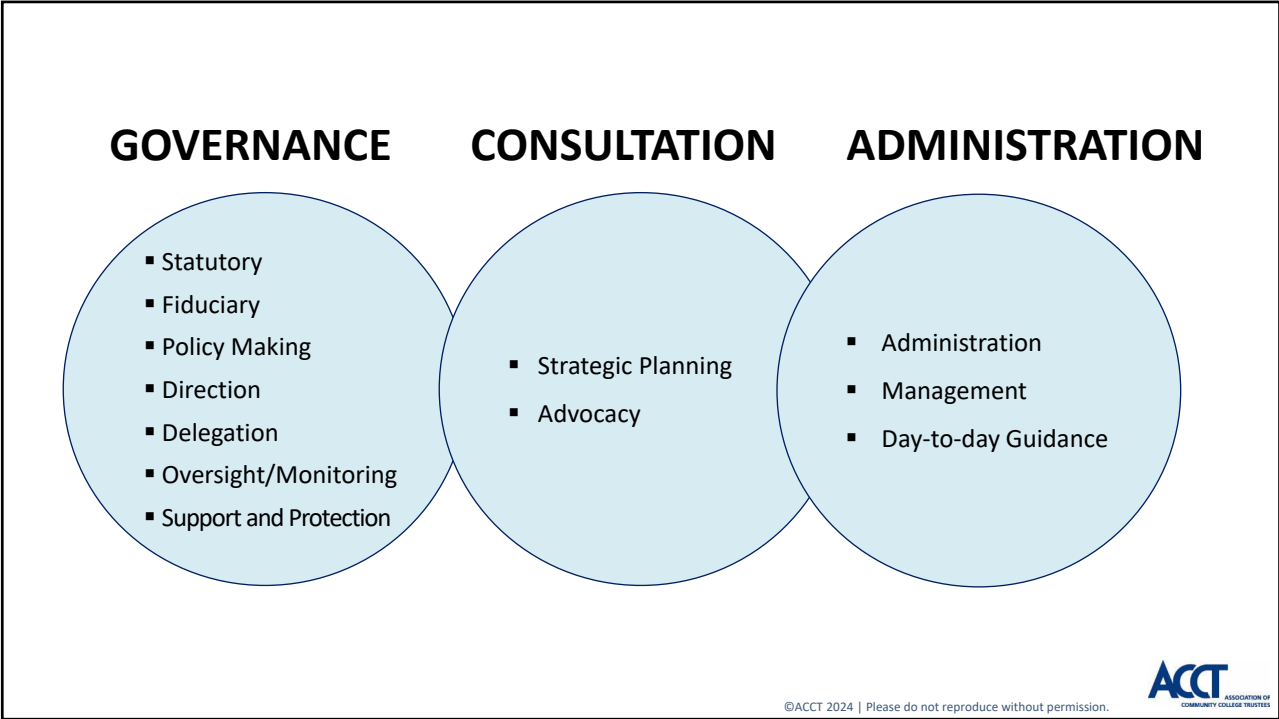
## SUMMARY



Policies are the voice of the board

They are living statements that frame the work of the board and the staff

Policies must be used by the board and staff – policy implications are discussed when issues are being explored



## CEO's Role

- Respect the Board and its role
- Listen
- Engage the board in policy level discussions
- Make recommendations that include analysis and options
- Publicly support the board
- Adhere to board policy
- Facilitate trustee involvement in community and college
- Do not ask to make decisions without advance preparation
- Provide all board members with same information
- Treat all equally
- Respect time
- Stay out of board politics
- Keep Board informed of financial condition of college
- Manage/administer all aspects of the operations of the college within policy framework



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## Board-CEO Partnership

- Communication
- Open, appropriate and even-handed
- Explore issues to achieve mutual understanding
- Provide the board with comprehensive, relevant, timely information (clarify what information is needed to inform board's decision making)
- Establish protocol for connecting with internal stakeholders
- Share concerns with the CEO
- No surprises
- Sounding board
- Exhibit mutual respect and support

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# Communication

Board communicates all requests for information through the CEO

Communication with individual employees/groups must begin with the Board Member indicating that any information shared will be shared with the CEO

The CEO must communicate (and not just good news) to the board

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What does it look like on the ground?

## Clarity, clarity, clarity

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A trusting relationship among board members and with the CEO

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Vigorous debate...but once vote taken -speak with one voice

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Enhanced dialogue, consultation, advice seeking and giving

**ACCT**  
ASSOCIATION OF  
COMMUNITY COLLEGE TRUSTEES

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# Northwest Commission on Colleges and Universities (NWCCU)

## Standard Two – Governance, Resources, and Capacity

**The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.**

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## NWCCU: Standard 2

### Governance

**2.A.1** The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

**2.A.2** The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

**2.A.3** The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an *ex officio* member of the governing board(s) but may not serve as its chair.

**2.A.4** The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.



## Set up for Success

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- Good Board Governance
- Effective Board/President Relations
- Clear expectations and strategic priorities
- Agreed upon evaluation system
- Communication Protocols
- Identifying what support looks like



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## ESSENTIAL PRACTICES

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- Board Retreats at least annually – time for deeper and richer conversations about issues that matter
- Annual Board Assessment resulting in Board Goals relating to board operations and behavior
- Agreement on what constitutes a high performing board and a commitment to act in compliance with that agreement
- Professional Learning for Trustees – local onboarding/orientation, state associations, ACCT
- Take time to team build and get to know each other
- Use tools such as agenda development that focuses the board on action
- Study sessions (also called work sessions or conference sessions) where boards take a more in-depth look at issues e.g. student success, equity to provide shared and deeper understanding of the issues and the policy implications
- Identifying a short set of high-level strategic priorities and expectations annually which constitutes the CEO's work plan and upon which they will be evaluated
- Development of trusting relationships among board members and with the CEO
- Candid discussion and agreement on what reciprocal support looks like for individual board members, for president and for the board as a whole

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## Please complete the Survey of Community College Trustees

- The findings of this survey will help us to better understand the individuals who serve on community college boards today, as well as their interests and their concerns.
- Your participation is essential.
- We strongly urge every trustee on your college's board to complete this survey.
- Visit the table at the Marketplace to complete the survey or scan this QR code to access it.
- Thank you!



*The voice of community college leaders.*

### Contact Us

Email:

[callen@acct.org](mailto:callen@acct.org)

Phone:

202-775-4667

Website:

[www.acct.org](http://www.acct.org)

## **GUIDE TO TRUSTEE ROLES AND RESPONSIBILITIES**

Community college boards of trustees are responsible for ensuring that their colleges are integral parts of their communities and serve their ever-changing needs. Boards are accountable to the community for the performance and welfare of the institutions they govern.

Effective boards consist of people who come together to form a cohesive group to articulate and represent the public interest, establish a climate for learning and monitor the effectiveness of the institution. Boards of trustees do not do the work of their institutions; they establish standards for the work through the policies they set. Their specific responsibilities are to:

### **ACT AS A UNIT**

The board is a corporate body. It governs as a unit, with one voice. This principle means that individual trustees have authority only when they are acting as a board. They have no power to act on their own or to direct college employees or operations.

In order for boards to be cohesive and well-functioning units, trustees must work together as a team toward common goals. Boards should have structures and rules for operating that ensure they conduct their business effectively and efficiently, board agendas are clear and informative, and board meetings are run in an appropriate manner.

The power of governance is expressed through one voice. As individuals, trustees make no commitments on behalf of the board to constituents, nor do they criticize or work against board decisions.

To be effective boards must:

- Integrate multiple perspectives into board decision-making
- Establish and abide by rules for conducting board business
- Speak with one voice, and support the decision of the board once it is made
- Recognize that power rests with the board, not individual trustees

### **REPRESENT THE COMMON GOOD**

Boards of trustees exist to represent the general public. They are responsible for balancing and integrating the wide variety of interests and needs into policies that benefit the common good and the future of their region.

Therefore, board members learn as much as they can about the communities they serve. They gain this knowledge by studying demographic, economic and social trends, by being aware of issues facing the community, and by talking with other community leaders and members of other boards. They use what they learn to make decisions that respond to community interests, needs and values.

Boards discuss multiple viewpoints and issues in public, and have strategies to include the public in the policy-making process. Effective trustees and boards:

- Know community needs and trends
- Link with the community
- Seek out and consider multiple perspectives when making policy decisions
- Debate and discuss issues in public
- Serve the public good

### **SET THE POLICY DIRECTION**

Governing boards establish policies that provide direction and guidance to the president and staff of the College. A major board responsibility is to define and uphold a vision and mission that clearly reflect student and community expectations. This responsibility challenges boards to think strategically, concentrate on the "big picture," and focus on the future learning needs of their communities. It requires that boards consult widely with community groups as well as the administration, faculty, staff, and students of the college. Trustees engage in exciting, creative, thoughtful discussions as they explore the future and envision what they want their communities to be. They:

- Are proactive, visionary and future-oriented
- Learn about and communicate with many different groups
- Focus on community needs and trends
- Establish the vision, mission and broad institutional goals as policy

### **EMPLOY, EVALUATE AND SUPPORT THE CHIEF EXECUTIVE OFFICER**

Successful governance depends on a good relationship between the board and the chief executive officer (CEO). The chancellor or president is the single most influential person in creating an outstanding institution. Therefore selecting, evaluating and supporting the CEO are among the board's most important responsibilities.

The CEO and board function best as a partnership. The CEO implements board policies, while the board depends on the CEO for guidance and educational leadership. This occasionally paradoxical relationship works best when there are clear, mutually agreed-on expectations and role descriptions. The partnership thrives on open communication, confidence, trust, and support.

To be effective, trustees and boards must:

- Select and retain the best CEO possible
- Define clear parameters and expectations for performance
- Conduct periodic evaluations; provide honest and constructive feedback
- Act ethically in the relationship with the CEO
- Support the CEO; create an environment for success

### **DEFINE POLICY STANDARDS FOR COLLEGE OPERATIONS**

Successful boards of trustees adopt policies that set standards for quality, ethics and prudence in college operations. Once policy standards are established, boards delegate significant authority to the CEO, allowing the CEO and staff the flexibility they need to exercise professional judgment. The policies:

- Define expectations for high quality educational programs
- Define expectations for student achievement and fair treatment of students
- Require wise and prudent use of funds and management of assets
- Set parameters to attract and retain high quality personnel and ensure fair treatment of employees

### **CREATE A POSITIVE CLIMATE**

Boards set the tone for the entire system or institution. Through their behavior and policies, successful boards establish a climate in which learning is valued, professional growth is enhanced, and the most important goals are student success and adding value to the community. Alternatively, boards fail their institutions when they act in such a way that they create a stifling, negative, or dysfunctional atmosphere.

Boards of trustees create a positive climate when they look to the future, act with integrity, support risk-taking, and challenge the CEO and college staff to strive for excellence. Effective boards and trustees:

- Model a commitment to learning for students
- Focus on outcomes
- Support professional growth
- Seek consultation in developing policy
- Are ethical and act with integrity

### **MONITOR PERFORMANCE**

Boards are responsible for holding colleges accountable for serving current and future community learning needs. The board adopts the college direction and broad goals as policy, and then monitors the progress made toward those goals. For instance, if a board adopts a policy goal that the college programs will result in skilled employees for area business, then the board should ask for periodic reports on how that goal is being met.

Boards also monitor adherence to their policies for programs, personnel, and fiscal and asset management.

They receive periodic reports from staff and review reports by and for external agencies, such as accreditation, audit, and state and federal accountability reports. All monitoring processes culminate in the evaluation of the CEO as the institutional leader.

A board's ability to monitor its institution is enhanced when it defines the criteria and standards to be used well in advance of when reports are required, so that the CEO and staff are clear about what is expected. Effective boards and trustees:

- Monitor progress toward goals
- Monitor adherence to operational policies
- Use pre-established criteria for monitoring
- Schedule a timetable for reports

### **SUPPORT AND BE ADVOCATES FOR THE COLLEGE**

Trustees are essential links with their communities. They govern on behalf of the public and ensure that the College meets the needs of external constituents. They are also advocates and protectors of the College. They promote the College in the community, and seek support for the college from local, state, and national policymakers. They support the college foundation in seeking community contributions.

Competent boards protect the College from undue pressure on the institution from political and special interests. They support the professional freedom of administrators and faculty to create quality learning environments that incorporate many different perspectives. They protect the ability of the College to fulfill its mission and promise to their communities. Effective trustees and boards:

- Promote the College in the community
- Foster partnerships with other entities in the community
- Advocate the needs of the College with government officials
- Support the foundation and fundraising efforts
- Protect the College from inappropriate influence

### **LEAD AS A THOUGHTFUL EDUCATED TEAM**

Good trusteeship requires the ability to function as part of a team, and a team functions best when all members are encouraged to contribute their unique strengths and are committed to working together.

Effective boards are thoughtful and educated. Trustees on those boards listen well, ask good questions, analyze options, think critically, and clarify their most important values and priorities. They explore issues thoroughly and make policy decisions based on thorough deliberation and comprehensive understanding.

The best boards are future-oriented. They recognize that today's world requires flexible institutions and personnel who are willing to adapt and grow in response to the changing needs of society. Trustees who act with vision, with intelligence, with curiosity and with enthusiasm create a board that is an agent for positive change. Effective boards and trustees:

- Engage in ongoing learning about board roles and responsibilities
- Are curious and inclusive
- Are positive and optimistic
- Support and respect each other

## Fiduciary Duties of Care, Loyalty and Obedience:

[Duty of care](#) requires board members to discharge duties in good faith, and with the care that an ordinarily prudent person would exercise in a like position and under similar circumstances. It requires board members to exercise care in all activities related to their role as board members and commits them to participate in the work of the board.

Duty of Care is carried out by:

- Attending board and committee meetings
- Carefully preparing for meetings in advance
- Reviewing financial reports and other critical information regularly
- Exercising independent judgment
- Requesting information needed for decision making
- Making sure federal, state, and specific industry filing requirements are met
- Acting in good faith when decision making
- Delegating day to day business duties

[Duty of loyalty](#) requires board members to act in the interests of the organization rather than their own personal interests or the interests of some other person/organization; it revolves primarily around board members' financial self-interest and the potential conflict this can create. When a board member is making decisions affecting the organization, the organization must have their undivided allegiance. This means not only in decision-making on behalf of the organization, but also that a board member may never use information obtained as a member for personal gain.

Duty of Loyalty is carried out by:

- Adhering to the conflict-of-interest policy
- Disclosing all conflicts
- Avoiding the use of the organization's opportunities for personal gain
- Maintaining confidentiality of information held by the organization

*Note: Trustees' avoidance of conflicts of interest usually starts with full disclosure of any potential conflicts. This offers the board an opportunity to review and evaluate potential conflicts and resolve any issues that may arise before related decisions come under consideration. When a conflict of interest does arise, the affected trustee has an obligation to recuse himself or herself from participating in the discussion and/or decision.*

[Duty of obedience](#) is about respecting the limits of the board's power and using that power to help the organization fulfill its mission — while also respecting and obeying the law. It requires board members to make decisions in accordance with the mission of the organization, to uphold its bylaws, policies, and functions, and to act in a way that is consistent with its central goals; while ensuring compliance with related federal, state, and local legislation.

Duty of Obedience is carried out by:

- Ensuring compliance with all reporting requirements
- Examining all legal and governing documents
- Making decisions within the scope of the mission and the law

## Proposed Board Goals – Adopted Oct 25, 2023

### NIC Proposed 2023-24 Board Goals

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.

### 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.



## NORTH IDAHO COLLEGE BOARD OF TRUSTEES PLAN FOR ACHIEVING GOALS FOR 2023-2024

### ***Discussed during November 16 Board Development and Training Retreat***

**Goal 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.*

Specific Activities	BOARD RESPONSIBILITIES
<ol style="list-style-type: none"> <li>1. Staff will present reports to the Board to update members on the status of Accreditation.</li> <li>2. Staff will facilitate NIC Board Development sessions with ACCT consultants to address Accreditation concerns.</li> </ol>	<ol style="list-style-type: none"> <li>1. Board members will hear reports on the progress of the Accreditation process.</li> <li>2. Board members will participate in NIC Board Development sessions with ACCT consultants to address Accreditation concerns.</li> <li>3. Board members may choose to share with their communities about the accrediting process.</li> <li>4. <b>Provide input into Reponses to NWCCU.</b></li> </ol>

**Goal 2: Community Engagement.** *Strive to enhance the Governing Board's reputation with the greater community served by the community college.*

Specific Activities	BOARD MEMBER RESPONSIBILITY
<ol style="list-style-type: none"> <li>1. Staff will apprise the Board of city/school activities occurring in the NIC service area.</li> <li>2. Staff will prepare letters of support on key legislative matters affecting education throughout the year.</li> <li>3. The President will apprise the Board when specific advocacy is needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Board members will graduation ceremonies, and other college events such as sporting and theatre productions.</li> <li>2. Board members will be visible in their community for various civic events such as the legislative process in Boise.</li> <li>3. The Board will be knowledgeable about pending legislation affecting community colleges.</li> <li>4. The Board will sign letters of support for key community college legislation, either as a collective or as an individual.</li> <li>5. The Board will meet with local legislative leaders.</li> </ol>

**Goal 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.*

Specific Activities	BOARD MEMBER RESPONSIBILITY
<ol style="list-style-type: none"> <li>1. Staff will agendize regular presentations of the Strategic Plan and progress reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Board will hear regular presentations on the Strategic Plan.</li> </ol>

<p>2. The Board will be sent the plan before the meeting.</p>	<p>2. The Board will read and be knowledgeable about the progress made on the Plan. 3. The Board may choose to identify areas of concern and/or applaud areas of growth.</p>
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**Goal 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.*

<p>Specific Activities</p>	<p><b>BOARD RESPONSIBILITIES</b></p>
<p>1. Staff will agendize reports/ presentations on efforts to create a campus climate that welcomes free expression of diverse thoughts on campus.</p>	<p>1. The Board will hear the report and be knowledgeable in how college resources are being used to promote a college culture committed to freedom of expression of diverse thoughts by employees and students. 2. The Board may choose to identify areas of concern and/or applaud areas of growth. 3. The Board will monitor, review and approve the college policy on free speech and expression.</p>

**Goal 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.*

<p>Anticipated Activities</p>	<p><b>BOARD RESPONSIBILITIES</b></p>
<p>1. A budget presentation will be made to the Board at the March board meeting regarding budget assumptions. 2. The Board will be sent the final budget document within one month of approval. 3. Two State of the Budget Forums presentations will be scheduled for January and April of each year.</p>	<p>1. The Board will be presented with the budget information and will be knowledgeable about the budget. 2. The Board will receive the budget documents and read them. 3. The Board will attend the Budget presentations.</p>

**Goal 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.*

<p>Specific Activities</p>	<p><b>BOARD RESPONSIBILITIES</b></p>
<p>1. Once Board Goals are finalized, the Board and President will participate in a facilitated professional development session to discuss additional training needed.</p>	<p>1. Board member will give input as to the type of training they desire to either the Board Chair or the President.</p>

<ol style="list-style-type: none"> <li>2. The President and the Board Chair will arrange professional development opportunities.</li> <li>3. Staff will arrange for a facilitator to help conduct a Board Self-Evaluation discussion on June 16, 2015.</li> <li>4. Staff will apprise the Board of conferences where Board training takes place.</li> <li>5. Staff will arrange for three Pre-Board meeting visitations of college programs/facilities.</li> </ol>	<ol style="list-style-type: none"> <li>2. Board members will participate in Board/President professional development sessions.</li> <li>3. Board members will attend at least one Trustee conference for the 2023-2024 academic years.</li> <li>4. Board members will actively engage in Board self-evaluation by completing the Self-Evaluation Form and being present at a follow-up discussion.</li> <li>5. Board members will attend at least two of the three Pre-Board meeting visits to learn about campus programs/facilities.</li> </ol>
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Goal 6 a. *Establish clear, mutually agreed upon goals for the president and create a relationship for achievement of same.*

<b>Specific Activities</b>	<b>BOARD RESPONSIBILITIES</b>
<ol style="list-style-type: none"> <li>1. Staff will assist the Board as necessary in the implementation of the President’s Annual Performance Review (Policy 2.02.02)</li> <li>2. Based on the general discussion of goals and priorities for the following year at the annual president’s evaluation, the president will bring draft recommendations of goals to the next regularly scheduled Board meeting.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Board will understand and implement the President’s Annual Performance Review as per Policy 2.02.02.</li> <li>2. The Board will discuss general priorities for the following year at the annual president’s evaluation.</li> <li>3. The Board participate in discussion with the President to establish mutually agreed upon Presidential goals for the following year.</li> <li>4. The Board will provide support to the President in the efforts to achieve Presidential goals by honoring the standards of good practice identified in Policy 2.01.02.</li> </ol>

Goal 6 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 2024-25 presidential goals.*

<b>Specific Activities</b>	<b>BOARD RESPONSIBILITIES</b>
<ol style="list-style-type: none"> <li>1. Through individual meetings with trustees and the President’s report at Board meetings, the President will update the Board on progress toward the accomplishment of goals.</li> <li>3. Through regular informational presentations by NIC staff, the President will ensure that the Board has information it needs to make good policy decisions for NIC.</li> </ol>	<ol style="list-style-type: none"> <li>1. Board members will hear regular reports of the President’s progress in leading NIC toward the fulfilment of its mission and goals, and the accomplishment of the President’s annual goals.</li> <li>2. Board members will hear regular informational reports on the work of the college toward the accomplishment of its mission and goals.</li> <li>3. The Board may choose to identify areas of concern and/or applaud areas of growth.</li> </ol>

Goal 6 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.*

Specific Activities	BOARD RESPONSIBILITIES
<ol style="list-style-type: none"> <li>The NIC Board Policy Subcommittee will continue to recommend new and revised policies as needed and bring all recommendations to the full board for discussion and action at regularly scheduled board meetings.</li> <li>Throughout the year, the President will bring to the Board, new and or revised college policies that have completed the college governance process, for discussion and action at regularly scheduled board meetings.</li> </ol>	<ol style="list-style-type: none"> <li>Board members will read, discuss, and vote on the policies as presented throughout the year.</li> <li>Board members may choose to suggest revisions for consideration.</li> <li>Board members will adhere to their timeline for periodic review of internal board governance policies as outlined in BP 2.01.14</li> <li>The Board may initiate proposals to create, revise, or eliminate college policy and/or procedure. (Policy 2.01.04)</li> </ol>

Goal 6 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.*

Specific Activities	BOARD RESPONSIBILITIES
<ol style="list-style-type: none"> <li>Staff will assist the Board in its performance evaluation process as necessary (Policy 2.01.08).</li> </ol>	<ol style="list-style-type: none"> <li>Board members will participate in periodic performance reviews as prescribed in Policy 2.01.08</li> <li>Board members will participate in the development of annual Board Goals and a plan for their achievement.</li> <li>Board members will discuss policies to arrive at a common understanding of their meaning.</li> </ol>

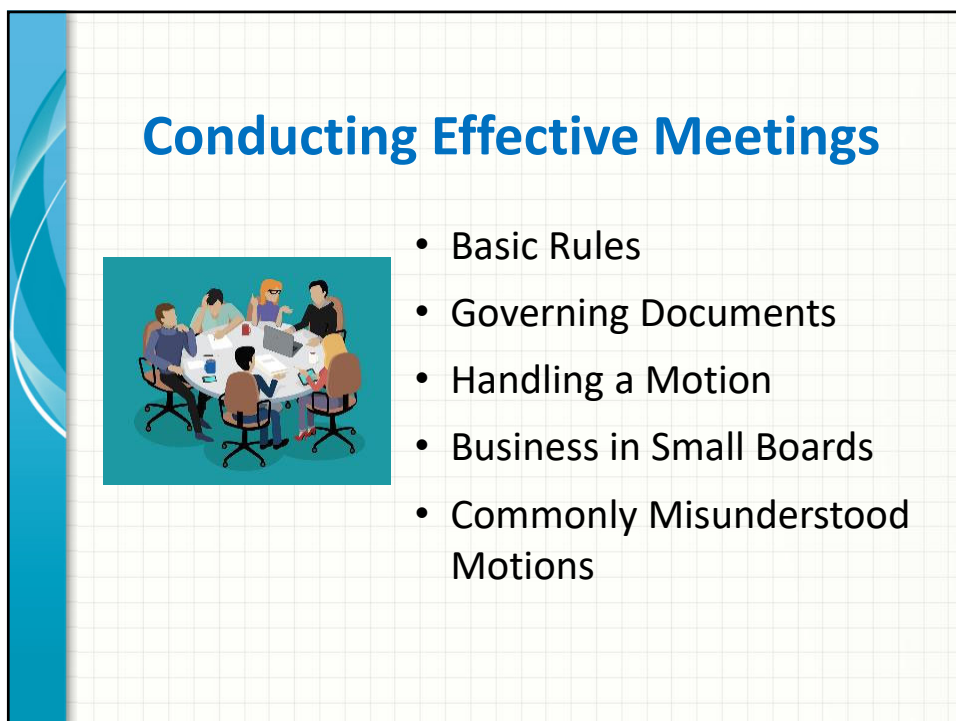
Goal 6 e. *Conduct a mid-year progress update of Board goals.*

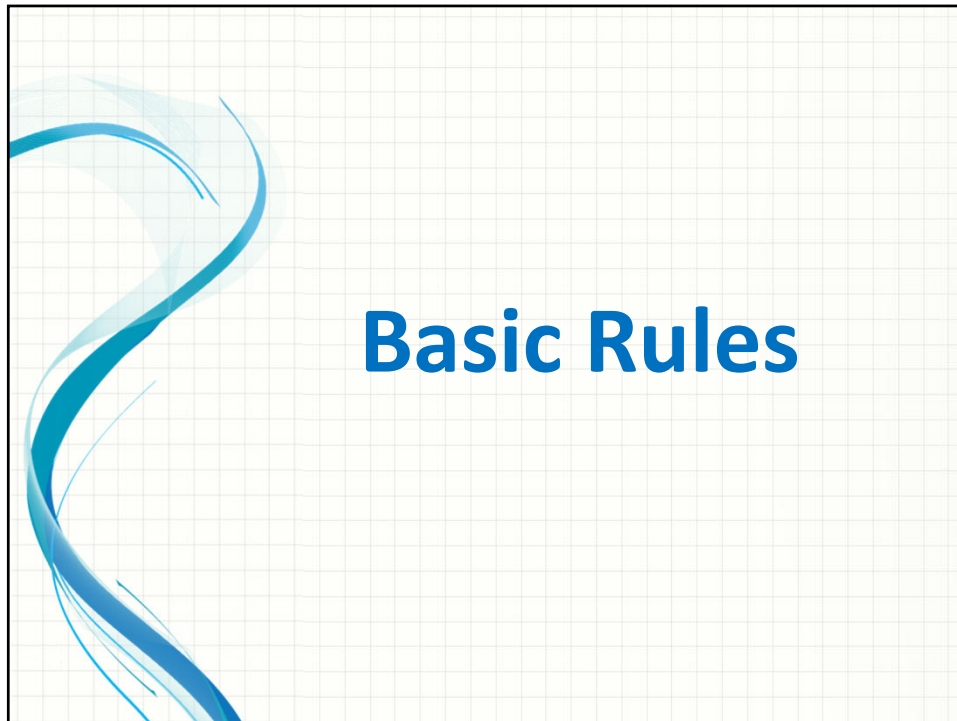
Specific Activities	BOARD RESPONSIBILITIES
<ol style="list-style-type: none"> <li>Staff will assist the Board in its mid-year progress update of Board goals as necessary.</li> </ol>	<ol style="list-style-type: none"> <li>Board members will participate in a mid-year assessment of progress toward meeting Board goals and update them as necessary.</li> </ol>

Goal 6 f. *Cultivate a strong, positive President/Board relationship that promotes the success of NIC's students, and the community college as a whole.*

Specific Activities	BOARD RESPONSIBILITIES
<ol style="list-style-type: none"> <li>The President will offer the opportunity to meet with each trustee prior to the Board meeting each month.</li> </ol>	<ol style="list-style-type: none"> <li>The Trustees will meet with the President each month prior to the Board Meeting.</li> <li>Board Chair will meet with the President each month to develop the agenda for the regular Board Meeting.</li> </ol>

<p>2. The President will meet with the Board Chair each month for agenda developments.</p>	<p>3. Board and President will work together on legislative advocacy.</p> <p>4. The Board Chair and President will establish an open communication process.</p>
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**PARLIAMENTARY PROCEDURE:**

- Used by all types of decision-making organizations
- Facilitates decision-making in a fair, consistent manner
- Most common - *Robert's Rules of Order*  
Current issue is *Robert's Rules of Order Newly Revised, 12<sup>th</sup> Edition*

## Parliamentary Procedure

Based upon rights of

1. The majority,
2. The minority,
3. Individual members,
4. Absentees, and
5. All of these together



## Rights and Duties of Members

- |   |  |
|---|--|
| • Attend meetings                           | • Attend meetings                                |
| • Receive agenda and background information | • Obey rules                                     |
| • Make motions                              | • Insist on enforcement of those rules           |
| • Debate                                    | • Further the object of the organization         |
| • Vote                                      | • Fulfill assigned duties until properly excused |
| • Nominate                                  |  |
| • Hold office                               |  |



The organization is paramount,



as compared to the individual.

All members are equal.



A quorum must be present to take valid action.

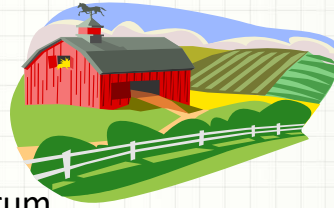
**In the absence of a quorum, you can:**

**F**ix the time to which to adjourn

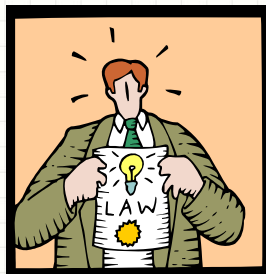
**A**djourn

**R**ecess

Take **M**easures to obtain a quorum

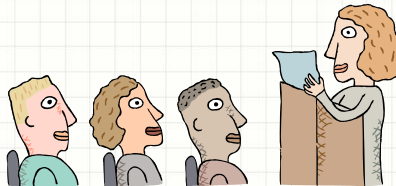


Only one main proposition can be under consideration.



Only one member can have the floor at a time.

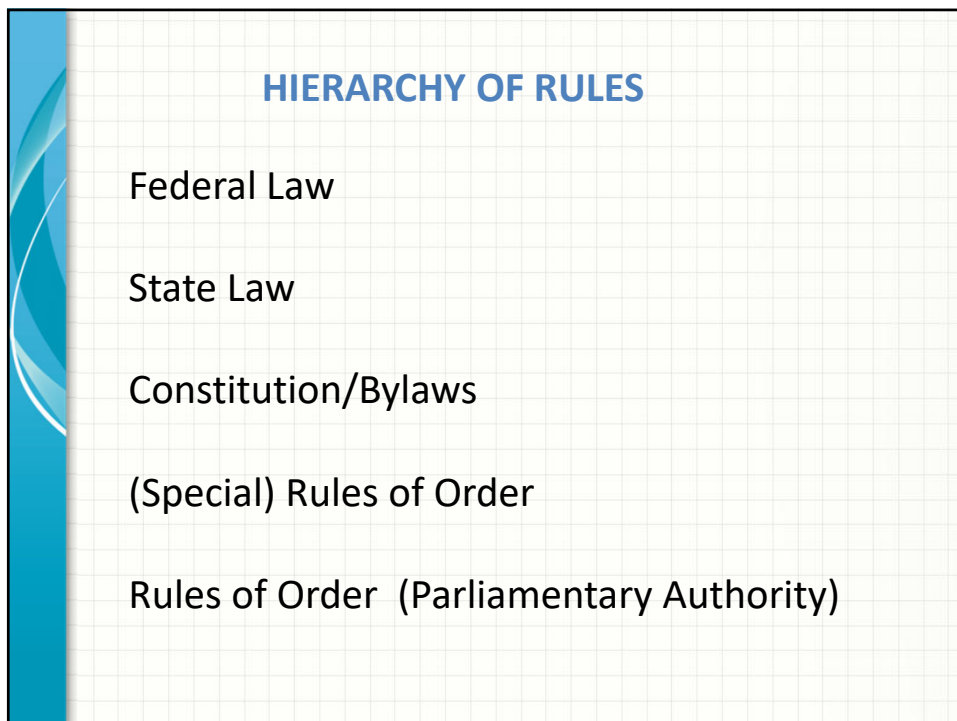
Full debate is allowed on all questions —  
(unless the rules don't allow debate).

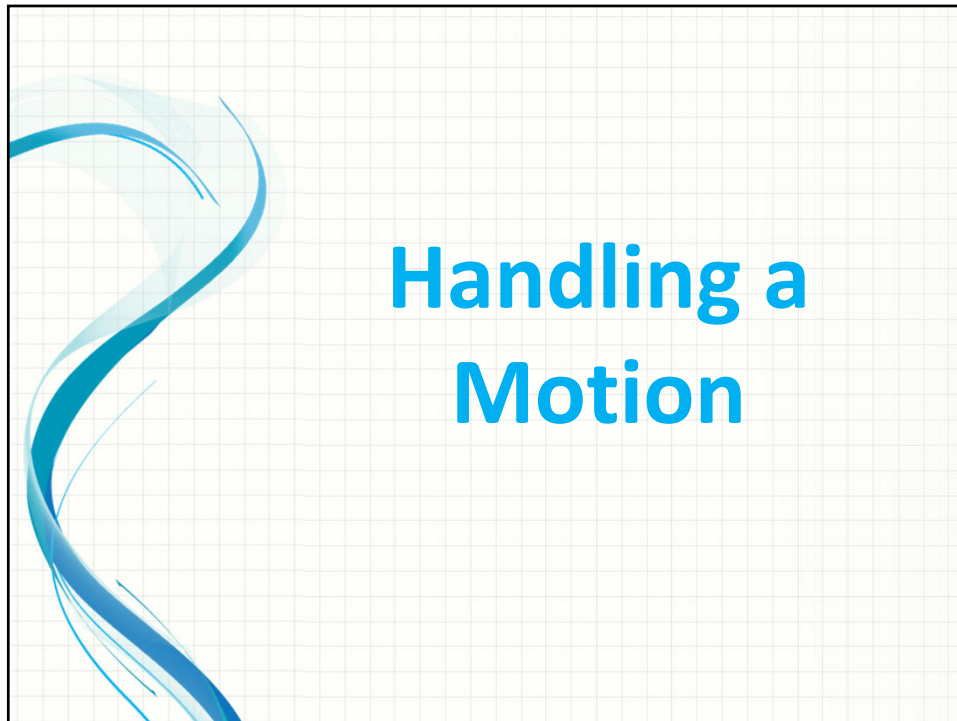


A majority vote decides  
(unless a greater  
percentage is  
required).



Silence gives consent



A slide with a light blue grid background and a decorative blue wavy graphic on the left. The title "Steps in Handling a Motion" is in a bold blue font. Below the title, the text "A member makes a motion:" is followed by three options: "I move that...", "I move to...", and "Resolved that...". To the right of the text is a cartoon illustration of a woman in a business suit thinking, with a glowing yellow lightbulb above her head.

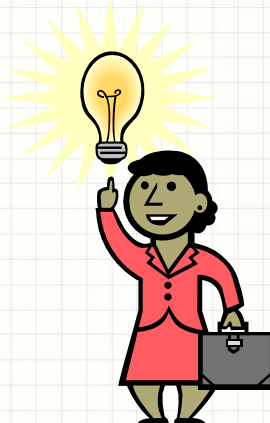
**Steps in Handling a Motion**

A member makes a motion:

**"I move that..."**  
**or**  
**"I move to..."**  
**or**  
**"Resolved that..."**


Another member seconds the motion.

**“Second”**  
or  
**“I second the motion.”**

A cartoon illustration of a woman with dark hair, wearing a red suit and holding a black briefcase. She is pointing her right index finger upwards towards a glowing yellow lightbulb with radiating lines, symbolizing an idea or a motion.

The chair states the question.

**“It is moved and seconded... (repeating the motion).”**

A cartoon illustration of a woman with red hair, wearing a purple top, standing behind a brown podium. She is speaking into a microphone and has her right hand raised in a gesture.

The members debate the motion.

(Members must first seek recognition and obtain the floor.)



## Rules Governing Debate

- The maker of a motion is entitled to speak first.
- No one may speak more than twice to the same question on the same day.\*
- No member is entitled to speak a second time while any other member wishes to make a first speech.
- Having obtained the floor, a member may speak for ten minutes.\*
- Rights in debate are not transferable.

## Decorum in Debate

- Remarks must be confined to the merits of the pending question.
- A member's motives must not be attacked.
- All remarks must be addressed to or through the chair.
- Members may not speak directly to one another.
- No member may comment adversely on any prior act of the assembly that is not pending.

## During Debate

- Stop talking and listen!
- Imagine the other person's viewpoint.
- Look and act interested.
- Observe non-verbal behavior.
- Listen between the lines.
- Do not interrupt.
- Rephrase to ensure understanding.

*The Fifth Discipline Fieldbook by Peter Senge*



The Chair puts the question (takes the vote).

**“The question is on the adoption of the motion that...(repeating the motion)”**

**“Those in favor, say Aye. Those opposed, say No.”**



## Methods of voting

- Viva voce (by the voice)
- Show of hands
- Rising vote
- Counted vote
- Roll call
- Ballot vote
- Unanimous (general consent)
- Majority vote
- Plurality vote
- Two-thirds vote
- Tie vote
- Acclamation

The Chair announces the result of the vote:

- Which side “has” it
- Whether adopted or lost
- Effect of the vote
- Where applicable, announcement of the next item of business.



## Handling a Motion

1. Member makes a motion.
2. Another member seconds the motion.
3. Chair states the question.
4. Members debate the motion.
5. Chair takes the vote.
6. Chair announces result of vote.

A slide with a light blue grid background. On the left side, there is a vertical blue bar with a decorative graphic of overlapping wavy lines. The title "Business in Small Boards" is centered at the top in a bold, blue font. Below the title is a bulleted list of four items. To the right of the list is a photograph of a conference room with a curved table and several chairs.

- Not more than about a dozen members
- Business is handled as if in a committee
- Rules are relaxed
- Board may choose which rules to use

*Robert's Rules of Order Newly Revised, 12<sup>th</sup>* edition, lists the following process for the conduct of business in a small board:

1. Members may raise a hand to obtain the floor before making motions or speaking in debate, which they can do while seated.
2. Motions need not be seconded.
3. There is no limit to the number of times a member can speak to a debatable question.

4. Informal discussion of a subject is permitted while no motion is pending.

5. When a proposal is perfectly clear to all present, a vote can be taken without a motion's having been introduced.

Unless agreed to by unanimous consent, however, all proposed actions must be approved by vote, which can be taken initially by show of hands.

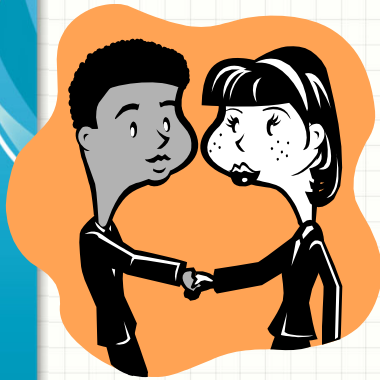
6. The chair need not rise while putting questions to a vote.

7. If the chair is a member, s/he may, without leaving the chair, speak in informal discussions and in debate, and vote on all questions.

Note: Informal discussion may be initiated by the chair him/herself.

## Commonly Misunderstood Motions

## Friendly Amendment



- Can only be made BEFORE the motion is stated
- Must receive concurrence from the maker of the motion
- After the motion has been stated by the chair, the amendment is treated as any other amendment
- Requires a second and a majority vote for approval

## Previous Question (Question or I call the Question)



- Motion used to close debate
- Maker must have the floor
- Requires a second
- Not debatable
- Two-thirds vote required for adoption

## Lay on the Table or To Table

- Used to set aside pending business temporarily to take up something of immediate urgency
- Any condition attached makes it a different motion
- The business remains on the table until the end of the next regularly scheduled meeting
- Reciprocal motion is to “Take from the Table”



## Reconsider

Used to consider the vote on a question again that was already decided at the same meeting

- Member must have voted on the prevailing side  
Yes or Aye if it was adopted;  
No or Nay if it failed
- After debate, a vote is first taken on whether to reconsider the motion
- If adopted, the question is debated and then voted on again

## Renew

A motion made and disposed of without being adopted may be renewed by any member as it becomes a substantially different question by a:

- Change in the wording
- Change in the time
- Change in the circumstances

**The goal is for an ideal meeting:**

**Participated in by everybody,  
Monopolized by nobody, and  
Where everybody is a somebody!**





## **President's Goals**

### **July 2023 – Jun 2024**

*Approved August 23, 2023*

- Accreditation: Work with the Board and College to ensure reaffirmation of accreditation and return to good standing with NWCCU before April 1, 2025.
- Enrollment Management, including:  
Recruiting/Enrollment/Retention: Develop, monitor, and evaluate student success metrics focused on recruitment, enrollment, retention, and persistence efforts at NIC. Enhance student success and retention rates to ensure students meet their academic objectives.
- Directly engage all community stakeholders and offer mechanisms of feedback in order to analyze how NIC is meeting the community's needs and make improvements. Engage business, industry, and education partners to strengthen NIC's reputation and offerings with metrics to include all community stakeholders.
- Update, strengthen, and align Workforce Training programs to meet community and business needs and maximize the use of our facilities with growth into a regional hub.
- Update, strengthen, and align Career and Technical Education programs to meet community and business needs and maximize the use of our facilities with growth into a regional hub.
- Review transfer and associate programs at NIC to ensure they are aligned with regional institutions and update and modernize those that require it. This includes reviewing and evaluating existing 2+2 articulation agreements for their efficacy and demonstrable transfer success.
- Develop, monitor, and evaluate student success metrics focused on a student-athlete academic performance that meets or exceeds the regular student body. Develop, monitor, and evaluate athletics performance evaluation metrics which will include attendance and fundraising. These metrics will be monthly reported to the Board with demonstrable improvement results by April 1, 2024 in those metrics. Develop a competitive and comprehensive intercollegiate athletics program that fosters our student-athletes' academic and athletic success, promotes school spirit, and enhances the reputation of North Idaho College as a hub of national-level athletic excellence.
- Strengthen the college's commitment to academic freedom in the classroom and freedom of speech so that all voices can be heard in a balanced and inclusive environment that respects diverse perspectives, prevents indoctrination concerns, and develops the processes and metrics necessary to evaluate.
- Establish a strategic planning initiative that enhances educational access, academic excellence, and student success through innovative programs, strong community partnerships, comprehensive support services, and the systems and infrastructure needed for success that results in a strategic plan that meets the educational goals and needs of NIC and the community it serves into the future.

## Tab 2

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

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**TAB 2**

**SUBJECT:** Consent Agenda Items


**BACKGROUND:**

Included as Tab 2 are the Board Regular Meeting Minutes for November 20, 2024

**SUGGESTED MOTION FOR BOARD ACTION**

[Board Member] make the motion to approve Consent Agenda item as presented.

Prepared by: Suzy Scura  
Board Clerk

 **North Idaho College**  
**BOARD OF TRUSTEES MEETING**  
**Edminster Student Union Building**  
**November 20, 2024**  
**MINUTES**

**CALL TO ORDER**

President Nick Swayne welcomed the public and called this organizational meeting of the NIC Board of Trustees to order at 6:00 p.m. Dr. Swayne stated that although Trustee Brad Corkill is absent due to illness, a quorum has been verified. He then led the Pledge of Allegiance.

**ATTENDANCE**

Trustees: Tarie Zimmerman  
Trustees Elect: Rick Durbin  
Mary Havercroft  
Eve Knudtsen

Also present: Nick Swayne, President  
Colton Boyles, College Attorney

**INSTALLATION OF NEW TRUSTEES**

Election Canvass

Vice President of Finance and Business Affairs and 2024 NIC Election Clerk Sarah Garcia read the results of the November 5, 2024 election into the official record.

Swearing-In of New Trustees

Sarah Garcia swore in each of the Trustees Elect and stated that their signed oaths will be submitted to the Idaho Secretary of State on November 21, 2024.

**ANNUAL BUSINESS**

Election of Board Chair

President Swayne opened the floor for nominations for Board Chair. Trustee Tarie Zimmerman nominated Trustee Brad Corkill. With no other nominations, Dr. Swayne asked for the vote. The vote passed with four votes in favor.

Election of Board Officers

In Chair Corkill's absence, President Swayne requested nominations for Vice Chair. Trustee Eve Knudtsen nominated Trustee Zimmerman. With no other nominations, Dr. Swayne asked for the vote. The vote passed with four votes in favor.

Vice Chair Zimmerman requested nominations for Board Secretary/Treasurer. Trustee Rick Durbin nominated Trustee Mary Havercroft. With no other nominations, Vice Chair Zimmerman asked for the vote. The vote passed with four votes in favor.

Affirmation of Trustee General Conduct (Policy 2.01.10)

Vice Chair Zimmerman requested a motion that per Board policy, each Trustee annually affirm their commitment to following the Trustee General Conduct (Policy 2.01.10). Trustee Knudtsen made the motion which was seconded by Trustee Durbin. Vice Chair Zimmerman signed the annual affirmation.

Affirmation of Commitment to NIC Policies (Policy 2.01.11)

Vice Chair Zimmerman requested a motion that the new Trustees sign the Annual Trustee Affirmation and commit to NIC policies per Policy 2.01.11. Trustee Durbin made the motion

which was seconded by Trustee Knudtsen. Each of the new Trustees signed the Annual Trustee Affirmation.

### **MESSAGE FROM BOARD CHAIR**

Vice Chair Zimmerman stated that due to his absence, Chair Corkill will make his statements to the community at the next regular Board of Trustees meeting.

### **PUBLIC COMMENT**

<b>Name</b>	<b>Topic</b>
Michael McGowan	Accreditation
Pat Lippert	Agenda
Charlie Ward	Athletic Scholarships
Pat Clevenger	Athletics
Howard Kuhns	General
Jamie Berube	Good of the Order
Robert Shepler	Accreditation
Caryn Shepler	Policy
Ed DePriest	Agenda Items

### **CONSTITUENT REPORTS**

#### ASNIC

ASNIC President Joseph Moran gave updates on ASNIC's recent activity such as community engagement at the Parker Center's Trick or Treat event, coordinating with the ASNIC events board to provide a free Triple Play night for students, and successful senate recruitment, with only one senator position remaining open. Mr. Moran also reported on ASNIC's *Student Survival Guide* project and the ASNIC Tree of Giving program.

#### Faculty Assembly

Faculty Assembly Chair Kathleen Miller Green reported on the Faculty Assembly's recent activity. Her report is included as an addendum to these minutes.

#### Staff Assembly

Former Staff Assembly Chair Matt Piekarski spoke on behalf of Staff Assembly Chair Katrina Bjorkman. He stated that the Staff Assembly's recent meeting covered topics such as new employee introductions, the ASNIC Tree of Giving, IT accessibility, and a report from Facilities. Mr. Piekarski said that the Staff Assembly was also updated on the review of several policies, and given information on winter break, student housing, the 8<sup>th</sup> Annual Door Decorating Contest and the CARES Report.

#### Senate

Former Senate Chair Matthew Nolan reported on behalf of Senate Chair Julie Bailey. Mr. Nolan stated that the Senate's November 21, 2024 meeting agenda will include a second reading of Procedure 3.08.10 (Distance Education).

### **PRESIDENT'S REPORT**

Dr. Swayne welcomed the new Trustees and read a prepared statement which addressed enrollment, NIC's nationally ranked programs, and accreditation. He expressed gratitude to the staff, faculty and community and shared positive press coverage of NIC to include Spring course offerings and future plans for a police officer training facility at the Parker Center. President Swayne also spoke of a recent legislative campus tour and workshop, as well as multiple initiatives being taken by the College to address the nursing shortage in Kootenai County.

## **INFORMATION ITEMS**

### ACCT Board Training

ACCT Consultant Ken Burke provided a review of the New Trustee Orientation and Board Retreat presented by himself and fellow ACCT consultant Dr. Debbie DiThomas. The open public meeting held on November 19, 2025 was attended by all Trustees and Trustees Elect. Mr. Burke said the training session covered topics such as sustainability regarding accreditation issues, best practices in Board governance, communication protocols, parliamentary procedure/Robert's Rules of Order, strategic conversations relating to accreditation, and a comprehensive review of all policies. He concluded by commending the Board for their dedication and commitment to North Idaho College.

### Accreditation Update

President Swayne gave a brief update on the accreditation timeline. He described the recent NWCCU site visit and the resulting reports which are available on the NIC website. He said that the next step will be for he, the Board Chair, the Vice Chair and certain members of his cabinet to attend the NWCCU full commission meeting in late January 2025.

### Enrollment (Fall 2024 Post-Census Summary)

Dean of Enrollment Services Tami Haft provided an overview of Fall 2024 post-census enrollments, highlighting a 37% increase in new students. Her presentation is included as an addendum to these minutes.

## **CONSENT AGENDA**

### Tab 1: Approve Regular Board Meeting Minutes for October 23, 2024

Vice Chair Zimmerman requested a motion to approve Tab 1 as presented. Trustee Knudtsen made the motion which was seconded by Trustee Havercroft. Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

## **NEW BUSINESS**

### Reaffirm Board Goals

Vice Chair Zimmerman requested a motion to reaffirm the Board's goals for the remainder of this year with the intent of revisiting them in June of 2025. Trustee Havercroft made the motion which was seconded by Trustee Knudtsen. Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

### Receive Fiscal Audit 2024

Sarah Garcia stated that the annual independent fiscal audit has been completed and she expressed gratitude to the multiple teams involved in completing the work. Ms. Garcia introduced Barry Weber, a partner at the third party auditor Eide Bailly LLP, who shared the results of the audit with the Board.

Following statements from President Swayne and Ms. Garcia, Vice Chair Zimmerman requested a motion to accept the 2024 fiscal audit as presented. Trustee Durbin made the motion which was seconded by Trustee Havercroft. Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

### Address Accreditation Report Follow-Up Items:

#### Votes of No Confidence

Vice Chair Zimmerman read a statement which was prepared in advance by Chair Corkill. She then made a motion that the Board of Trustees endorse Chair Corkill's comments. The motion was seconded by Trustee Durbin. Following statements from the Trustees, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

*Current Legal Services and Initiate RFP*

Vice Chair Zimmerman made a statement and requested a motion to authorize the College to put out an RFP for legal services. Trustee Knudtsen made the motion which was seconded by Trustee Havercroft. Following comments from Attorney Boyles, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

*Termination Notice for Existing Legal Service Contracts*

Vice Chair Zimmerman made a statement and requested a motion that the College and Board exercise the termination provisions in the existing legal services engagement agreements. Trustee Durbin made the motion which was seconded by Trustee Knudtsen. With no discussion, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

*Suspension of Legal Work*

Vice Chair Zimmerman made a statement and requested a motion that notification go out to both the firm which has the existing engagement agreement for general counsel and the firm that was engaged specifically to deal with accreditation issues to suspend all legal work effective immediately unless requested by the College President or by the Board Chair on behalf of the Board. Trustee Knudtsen made the motion which was seconded by Trustee Durbin. With no discussion, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

*Initiate President's Contract Review*

Vice Chair Zimmerman made a statement and requested a motion that the Board authorize Chair Corkill and Vice Chair Zimmerman to negotiate a new contract with Dr. Swayne, for eventual consideration and approval by the full Board. Trustee Knudtsen made the motion which was seconded by Trustee Durbin. With no discussion, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

*Athletics Sustainability*

Vice Chair Zimmerman made a statement and requested a motion that the Board direct Dr. Swayne to take the necessary action to work with the Athletic department leadership to contain costs and to bring back to the Board at a future meeting a comprehensive review of the Athletic program. Trustee Durbin made the motion which was seconded by Trustee Havercroft. Following comments from the Trustees, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

*Initiate ACCT Board Training Contract Review*

Vice Chair Zimmerman made a motion that the Board direct the President to work with ACCT to extend the current contract with the intent to have in-person quarterly training sessions, and other consultations as needed or requested by the Board or President. Trustee Knudtsen seconded the motion. Following comments by Dr. Swayne, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

*Issue Commendation for Fall 2024 Enrollment Achievements*

Vice Chair Zimmerman requested that Trustee Knudtsen read aloud the Resolution of Commendation for Fall 2024 Enrollment Achievements. Following the reading, Trustee Knudtsen made a motion to adopt the resolution. The motion was seconded by Vice Chair Zimmerman. Following comments by the Trustees, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor and the resolution was signed by Vice Chair Zimmerman.

*Employee Retention*

Vice Chair Zimmerman stated that the special peer report from NWCCU contained a concern with employee turnover and retention, and that this is also of concern to the Board and Dr. Swayne. She said that while accreditation instability added to the

problem, Dr. Swayne and his team are addressing the issue and are dedicated to improved employee retention. Vice Chair Zimmerman said that Dr. Swayne informed the Board that a new Chief Human Resource Officer has been hired and will start in December 2024. Among her priorities will be employee retention. Vice Chair Zimmerman concluded by saying the Board wishes to express their support to the dedicated people who make up NIC and will ask Dr. Swayne to keep the Board informed of the progress being made to improve employee retention.

Reaffirm President's 2024-2025 Goals

Dr. Swayne reviewed the President's 2024-2025 goals and requested approval of the goals from the Board. Vice Chair Zimmerman asked for a motion that the Board reaffirm the existing goals for the remainder of the fiscal year 2025 and revisit discussion of revised goals for the 2026 fiscal year in August 2025 following completion of the President's evaluation. Trustee Durbin made the motion which was seconded by Trustee Havercroft. With no discussion, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

Request Strategic Plan Recap

Dr. Swayne provided an update regarding NIC's collaboration with strategic plan consultant Collaborative Brain Trust. He said that the plan is in the final stages of development and that additional updates will be made available to the community and the Board in the near future.

Issue Letter of Nomination for Trustee Zimmerman to ACCT Public Policy Committee

President Swayne explained that the Association of Community College Trustees (ACCT) invites member Trustees to serve in national leadership positions. In a recent exchange with the ACCT president, Dr. Swayne suggested that an NIC Trustee serve in this capacity. As a result, a recommendation was drafted nominating Vice Chair Zimmerman to serve on the ACCT Public Policy Committee.

Trustee Knudtsen made the motion that the Board endorse Vice Chair Zimmerman with a letter of nomination signed by Board Chair Corkill. The motion was seconded by Trustee Havercroft. With no discussion, Vice Chair Zimmerman called for the vote. The motion passed with four votes in favor.

**REMARKS FOR THE GOOD OF THE ORDER**

Vice Chair Zimmerman expressed her gratitude to the community, students, staff, faculty and President Swayne. With her nomination for the ACCT leadership position, she promised to positively represent NIC while attending the Public Policy Committee meetings. Vice Chair Zimmerman concluded by sharing her positive future outlook and welcoming the new Trustees.

**ENTER EXECUTIVE SESSION PER IDAHO CODE § 74-206(1)(F) – LITIGATION**

Discussion: Case # 1:24-CV-00099-REP (Rumpler v North Idaho College et al)

President Swayne stated that while Executive Session is typically held at the beginning of a Board meeting, this Executive Session is taking place at the end of the meeting because it was necessary to officially swear in the new Trustees prior to the vote in order to meet the required vote minimum for Executive Session.

Vice Chair Zimmerman made the motion to go into executive session pursuant to Idaho Code § 74-206(1)(f) Litigation. Discussion: Case # 1:24-CV-00099-REP (Rumpler v North Idaho College et al). The motion succeeded in obtaining the required two-thirds minimum votes with the following roll call vote results:

Rick Durbin	Aye
Mary Havercroft	Aye
Eve Knudtsen	Aye
Tarie Zimmerman	Aye



The public session of the meeting was recessed at 7:39 p.m.

The Board of Trustees, President, and general counsel met for Executive Session at 7:48 p.m. in the Driftwood Bay Room, Edminster Student Union Building.

Following the closed Executive Session, Vice Chair Zimmerman reconvened the public meeting at 8:01 p.m.

The meeting was adjourned at 8:01 p.m.

Respectfully Submitted,  
Suzy Scura, Board Clerk

Addenda

- 1) Signed Resolution of Commendation for Fall 2024 Enrollment Achievements
- 2) Signed Affirmations of Commitment to NIC Policies
- 3) Faculty Assembly Chair Report
- 4) Enrollment (Fall 2024 Post-Census Summary)
- 5) Signed Letter of Nomination for Trustee Zimmerman to ACCT Public Policy Committee

DRAFT



# North Idaho College

*Board of Trustees*

## Resolution of Commendation for Fall 2024 Enrollment Achievements

**Whereas** overall enrollment in Fall 2024 increased by 15% over the prior year after more than a decade of year-on-year declines;

**Whereas** enrollment of new full-time students in Fall 2024 increased by 21% over the prior year;  
and

**Whereas** Fall 2024 enrollment of dual credit students increased by 39% over the prior year;

**Be it resolved:**

The Board of Trustees recognizes and commends the North Idaho College recruitment team for their drive, creativity, and fortitude to achieve these outstanding results. But it doesn't end there.

The Board of Trustees also recognizes and commends the employees across all of North Idaho College, whose individual efforts across the wide variety of duties and responsibilities collectively contributed to the vitality and collegial atmosphere that attracted students to the institution.

The Board of Trustees recognizes the North Idaho College staff, faculty, and administrators who have persevered, put their collective efforts together through extreme challenges, and achieved a truly remarkable outcome. Whether the efforts were indirect or not, they had measurable impact, and the Board of Trustees offers its gratitude and praise.



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*Signature*  
Acting Chair, Board of Trustees



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*Printed Name*



# North Idaho College

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## 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 reference will be added once approved);
- I will honor the division of responsibility between the Board and the CEO/president and staff and contribute to creating a spirit of true cooperation and a mutually supportive relationship in support of our community.

  
Trustee Signature

11/20/24  
Date



# North Idaho College

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## 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;
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Mary Haverscroft  
Trustee Signature

11/20/2024  
Date



# North Idaho College

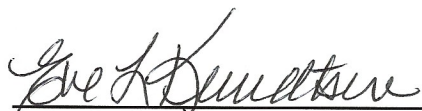
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## Annual Trustee Affirmation

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Trustee Signature



Date



## Annual Trustee Affirmation

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- 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 reference will be added once approved)
- I will honor the division of responsibility between the Board and the CEO/president and staff and contribute to creating a spirit of true cooperation and a mutually supportive relationship in support of our community.

  
Trustee Signature

11-20-24  
Date

**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;
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- 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 Cahill*  
Trustee Signature

*12-12-24*  
Date

**November 20<sup>th</sup>, 2024**

**Faculty Assembly Chair Report to the NIC Board of Trustees**

**Kathleen Miller Green, Chair**

Chair (?), newly inducted Trustees, Trustee Zimmerman, President Swayne, our incomparable NIC faculty, staff, students, and guests. I am Kathleen Miller Green, Faculty Assembly Chair for this academic year. As the agenda tonight is quite full, I will make my report brief...but don't expect this to happen ever again!

On November 14th, we held the fourth Faculty Assembly meeting of the academic year.

At each Assembly meeting, we feature an NIC Faculty member or members, and ask them to provide a brief presentation to their colleagues. This month we heard from English Division Chair Molly Michaud and English Professor Audrey Cameron about their World Cultures 207 – British Murder Mystery class.

We then we heard regular reports from Senate, Student Learning Outcomes Assessment committee, Advising Update, Open Education Resource Committee, an Adjunct Faculty Report, an Accessibility Update and a Chair's report.

We briefly addressed the NWCCU Ad Hoc Special Evaluation Report and timelines. Dean Sherry Simkins and CFO Sarah Garcia presented on the new Strategic Plan for 2025-2030, highlighting that plan objective teams will be built and to expect to be call on to help refine our plan.

After a request by myself, a motion was made, seconded and unanimously passed by the assembled faculty to allow me to create a statement of welcome from the faculty to the Board of Trustees. This is that statement:

**It is with great hope, optimism, and a profound sense of gratitude that, on behalf of the faculty of North Idaho College, I have been charged to extend a warm welcome to our three new Trustees, and offer a heartfelt thank you to the two returning Trustees. In many ways, today marks a turning point—a new chapter—for North Idaho College. We come together at a time of transition, after years that have tested our resilience, unity, and commitment to the values that define us.**

**In the recent past, our college has faced significant challenges, and for many of us, these years have been difficult ones. There were moments of deep division, contentious debates, and hard decisions that have at times overshadowed our collective vision. However, I stand before you – as a representative of our incredible faculty - with confidence, knowing that the arrival of this new Board brings with it the opportunity for healing, collaboration, and renewal.**

**As we embark on this journey together, we must recognize the hard lessons we've learned. We must honor the struggles of the past but focus on what lies ahead—an institution that**



**thrives not only on academic excellence but on mutual respect, shared purpose, and a commitment to creating an environment where every voice is heard and valued. This is our opportunity to rebuild trust, restore confidence, and build an enduring foundation for the future.**

**Once again, welcome. We look forward to making NIC's next chapter one of shared success, accountability, and collective progress.**

That concludes my report. Are there any questions?

Respectfully submitted,  
Kathleen Miller Green, Chair  
Faculty Assembly 2023-2025



# Enrollment Overview

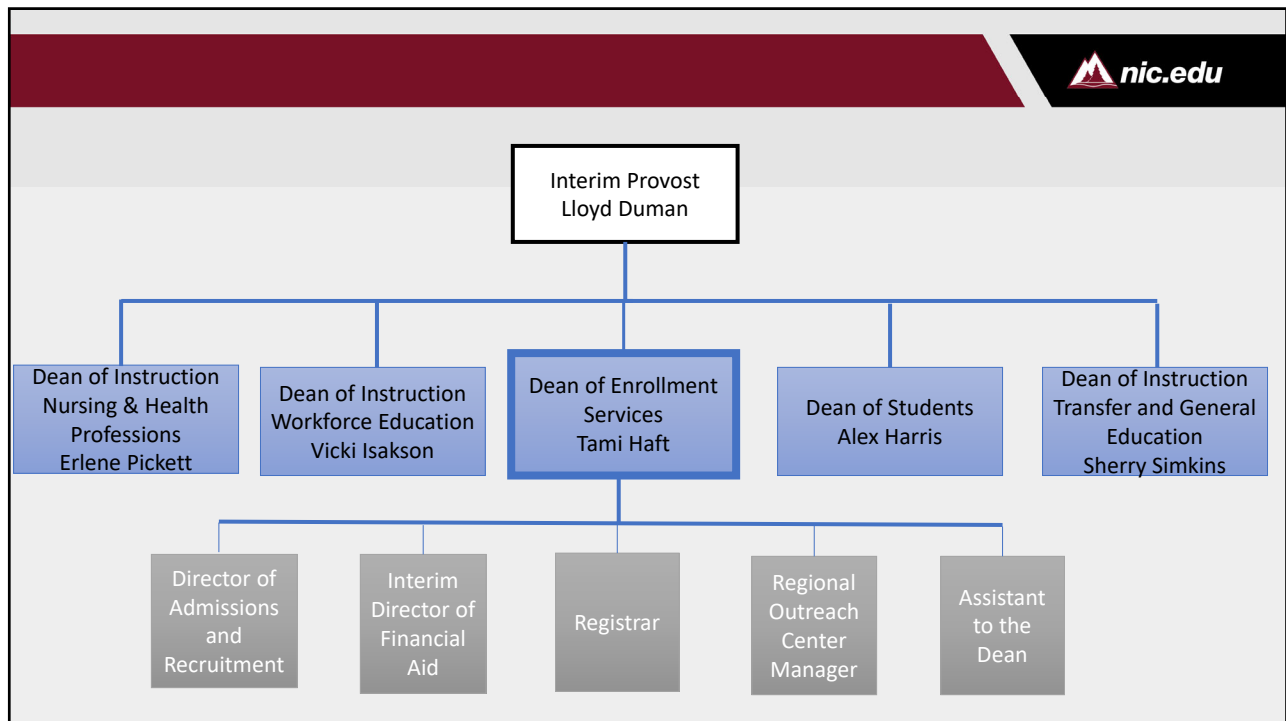
Fall 2024

(as of October 15, 2024)

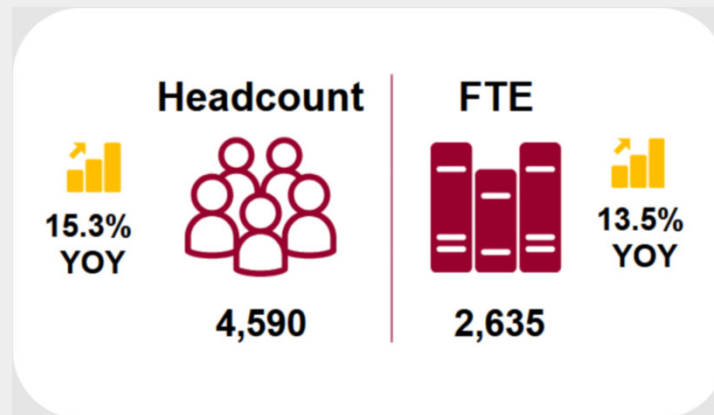
Dean of Enrollment Services

November 20, 2024

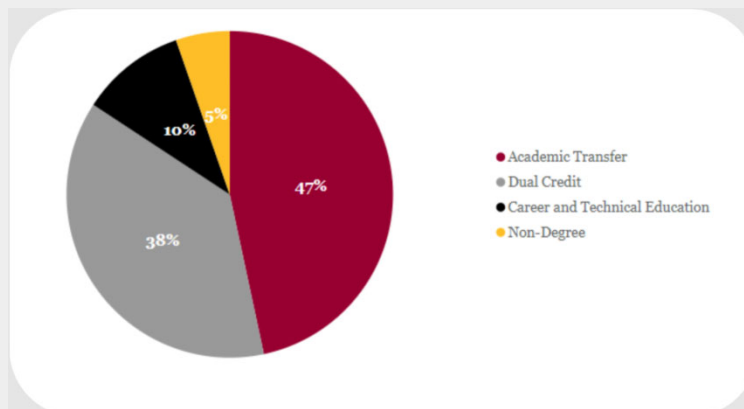
**North  
Idaho  
College**  
► [nic.edu](http://nic.edu)



## Percentage Change From Last Fall



## Enrollment by Student Type



## **What's next:**

- Fall Enrollment Report
- Spring Semester



# North Idaho College

*Board of Trustees*

November 20, 2024

ACCT Public Policy Committee  
C/O Mr. Jee Hang Lee, President and CEO  
Association of Community College Trustees (ACCT)  
1101 17th Street NW, Suite 300  
Washington, DC 20036

Dear Mr. Lee:

On behalf of the Board of Trustees of North Idaho College, I am pleased to nominate Trustee Tarie Zimmerman to serve on the ACCT Public Policy Committee.


Tarie Zimmerman has been an exemplary member of our board, demonstrating unwavering commitment to the advancement of community colleges and the success of our students. Over the past two years, she has gained extensive public policy experience while demonstrating strategic vision and leadership skills that make her an outstanding candidate for this role.

Throughout her tenure, Tarie has been instrumental in advocating for policies that support the educational needs of students and the community. Her ability to collaborate effectively with a wide range of stakeholders and her dedication to fostering strong educational environments have significantly benefited our institution and the broader community.

We are confident that Tarie Zimmerman's expertise and passion for public service will be invaluable to the ACCT Public Policy Committee. Her appointment would not only enhance the committee's efforts but also contribute to the continued success and advocacy for community colleges nationwide.

Thank you for considering this nomination. We strongly endorse Tarie Zimmerman and believe she will be a tremendous asset to the ACCT Public Policy Committee.

Sincerely,

for   
Brad Corkill  
Board Chair

## Tab 3

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

---

**TAB 3**

**SUBJECT:** Consent Agenda Items


**BACKGROUND:**

Included as Tab 3 are the Board Special Meeting Minutes for December 11, 2024

**SUGGESTED MOTION FOR BOARD ACTION**

[Board Member] make the motion to approve Consent Agenda item as presented.

Prepared by: Suzy Scura  
Board Clerk



**North Idaho College**  
**BOARD OF TRUSTEES SPECIAL MEETING**  
**Edminster Student Union Building**  
**December 11, 2024**  
**MINUTES**

**CALL TO ORDER**

Chair Brad Corkill called the meeting to order at 5:30 p.m. and verified that a quorum was present. He then led the Pledge of Allegiance.

**ATTENDANCE**

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

Also present: Nick Swayne, President

*Discussion: Process and Evaluation of Legal Services Applicants*

President Nick Swayne described NIC's Request for Proposal (RFP) process, the evaluation criteria used, and the review team's method of tabulating the overall scores. He stated that two legal firms responded to the RFP and he provided the College's recommendation to the Trustees.

*Action: Choose Legal Services*

Trustee Tarie Zimmerman made the motion to accept the law firm Stevens Clay, P.S. as general counsel for the College. The motion was seconded by Trustee Rick Durbin. Following a brief discussion, Chair Corkill called for the vote. The motion passed with five votes in favor.

The meeting was adjourned at 5:35 p.m.

Respectfully Submitted,  
Suzy Scura, Board Clerk



## Tab 4

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

---

**TAB 4**

**SUBJECT:** ACCT Board Training Contract

**BACKGROUND:** The current agreement for board development service between North Idaho College and Association of Community College Trustees (ACCT) ends on December 31, 2024.

At the November 20, 2024 regular meeting of the Board of Trustees, the board directed the College President to work with ACCT to extend the current agreement with the intent to have in-person quarterly training sessions and other consultations as needed or requested by the Board or President.

As a follow up for the Board's information, the resulting draft of the agreement is included as Tab 4.

Prepared by: Kristin Howard  
Interim Executive Assistant to the President

**ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES**  
**STATEMENT OF WORK/PROPOSAL FOR BOARD SERVICES**  
**For North Idaho College**



**Overview**

The Association of Community College Trustees (ACCT) is pleased to provide a draft statement of work/proposal for the North Idaho College Board of Trustees and President.

**Objective**

To provide consulting services to assist the North Idaho College Board of Trustees and President with quarterly support to help guide the Board and Administration in staying on a path towards success in its efforts to reinstate full accreditation for the College. The quarterly sessions will aim to ensure the successful implementation and monitoring of agreed-upon goals and strategies. This will help the Board and Administration stay aligned and make continuous progress towards restoring the College to full accreditation.

**Scope of Work**

- ACCT Consultants Debbie DiThomas, Ed.D. and Ken Burke will provide expert guidance and advice to the College Board of Trustees and President on a quarterly basis.
- The consultants will facilitate in-person sessions with the full Board of Trustees and the President (and other appropriate or designated staff if suggested) on mutually agreed upon dates.
- The sessions will be scheduled between January 1, 2025, and December 31, 2025.
- Optional: The consultants can provide additional assistance/consultations with the President and/or Board Chair as needed for up to 10 hours between January 1, 2025, and December 31, 2025.
- Optional: ACCT will coordinate the President's annual evaluation process.
- Optional: ACCT will coordinate the Board's periodic self-assessment process.

**Fees**

ACCT's fee and expense structure is cost effective and considers the ethical and judicious use of public funds.

**1 day in-person facilitated sessions:** \$7,000 for two consultants plus travel expenses. (Includes design of session, facilitated discussion, and recommendations/plan of action.)

**Optional Consultations:** \$300 per hour per consultant, up to 10 hours.

**Optional: Presidential Evaluation Process:** \$3,000 (includes development of/revision of customized president evaluation survey instrument, administration and distribution of instrument, data collection, and preparation of a confidential summary analysis)

**Optional: Board Self-Assessment Process:** \$3,000 (includes development of/revision of customized self-assessment survey instrument, administration and distribution of instrument, data collection, and preparation of a confidential summary analysis)

## **About ACCT**

Founded in 1972, ACCT is the only nonprofit educational organization created specifically for Boards of Trustees of community, technical and junior colleges in the United States, and is recognized as the leading organization on community college governance. ACCT's purpose is to strengthen the capacity of community, technical and junior colleges and to foster the realization of their mission statements through effective board leadership and advocacy at the local, state, and national levels. Student access, equity, student success, completion, and institutional accountability represent the most important public policy work that governing boards can undertake to fulfill their governance and fiduciary responsibilities.

## **ACCT Contact**

Colleen Allen, Director, Retreat and Evaluation Services

ACCT

1101 17<sup>th</sup> Street, NW, Suite 300 | Washington, DC 20036 | [www.acct.org](http://www.acct.org)

M: 202-558-8682 | [callen@acct.org](mailto:callen@acct.org)

## **Recommended ACCT Consultants**

### **Ken Burke, CPA**

Ken has a long history of involvement with community colleges. Like many community college students, Ken was a first-generation college student. He earned his AA degree from St. Petersburg Junior College in 1979. As a student he was on the college's central accreditation committee, where he learned the inner workings of how community colleges operate. In 1999, Governor Jeb Bush appointed Ken to the Board of Trustees of St. Petersburg College where he served for 13 years, including several as Chair. In 2000, Ken was elected to the Board of Directors of ACCT. He served as Secretary-Treasurer, Vice Chair, Chair-Elect, and ACCT Chair (2005-06). In 2008, Ken was elected to the board of AACC where he served for three years. In his final year of service on that board, he was on the Executive Committee, becoming the first trustee ever to serve in that role. In 2011, Ken was appointed by Dr. Walter Bumphus to the "21st Century Commission on the Future of Community Colleges", and is proud to be part of the group that produced the report calling for the best educated and most qualified workforce in our nation's history. In 2014, Governor Rick Scott appointed Ken to the Higher Education Coordinating Council for the State of Florida. He served on that body for 5 years, and as Chair for the final two years.

Professionally, Ken is Clerk of the Circuit Court and Comptroller for Pinellas County, Florida, a county of just under one million population. In that role Ken has responsibility for court support, recording of deeds & mortgages, issuing marriage licenses, intaking of passport applications, auditing county functions, investing county funds, issuing the county's financial statements, and serving as the chief financial officer of the county and clerk to the Board of County Commissioners. Ken was appointed by three Chief Justices of the Florida Supreme Court to the Supreme Court's Standing Committee on Diversity and Fairness where he served for 10 years.

### **Debbie DiThomas, Ed.D.**

Dr. DiThomas began her career in education as a middle school teacher with Yucaipa Joint Unified School District. After 17 years in the K-12 system, DiThomas took a counselor/instructor post with Riverside Community College District (RCCD). It was there that she spent her time learning everything about community colleges and served as Dean of Matriculation from August 1999 to October 2004. Between 2004 and 2013, DiThomas continued to serve in a variety of positions for RCCD including, Vice President

Student Services, Associate Vice Chancellor Student Services & Operations, Interim Vice Chancellor, Student Services & Operations and Interim President, Norco College. She left RCCD to accept the position of Superintendent/President of the Barstow Community College District on July 1, 2013, where she served until her retirement on June 30, 2017.

Throughout her career Dr. DiThomas was actively involved in regional and statewide efforts to improve the integrity of student data with the ultimate goal of recognizing and decreasing student equity gaps; and to advocate for funding to address student success and achievement gaps that emerged through the improved data. As a CEO, she served as a member of the California Community College CEO Board, chaired ACCJC Accreditation Teams, led several Institutional Effectiveness Partnership Initiative Teams, and presented at several state and national conferences.

Upon retirement, Dr. DiThomas has remained actively involved in work with community colleges in California and nationally. In this work, she has focused primarily on serving as a mentor to current and aspiring CEOs, and helping colleges address issues with resource allocation, participatory governance, and diversity, equity and inclusion (DEI). She has also led several national searches for college and district CEOs.

A product of the California educational system, DiThomas graduated from California State Polytechnic University, Pomona with a bachelor's in physical education and English. She holds two non-terminal master's degrees from Azusa Pacific University in Educational Counseling and Educational Psychology and a Doctorate in Educational Technology from Pepperdine University.

## Tab 5

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

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**TAB 5**

**SUBJECT:** Update Policy 2.01.02 (Responsibilities, Duties, and Standards of Good Practice)

**BACKGROUND:** As a part of the NIC Board Policy 2.01.14 (Creation, Revision, or Elimination of Internal Board Governance Policy and Procedure) there was a regular review schedule established. The regular review for Policy 2.01.02 was completed with no recommended changes at the October 23, 2024 board meeting.

**DISCUSSION:** There is an outdated position identified in Section II that is not a Board Officer Position or formal assignment. The current Policy 2.01.02 is included as Tab 5 for reference.

**REQUESTED BOARD ACTION:** It is requested that the Board consider a motion to remove the “Liaison to the North Idaho College Foundation” position and description from Policy 2.01.02, and direct the revised date to reflect December 18, 2024.

Prepared by: Kristin Howard  
Interim Executive Assistant to the President

**Policy Title: Responsibilities, Duties, and Standards of Good Practice****Impact:** Board of Trustees**Responsibility:** Administration**Effective Date:** 1/30/2002**Last Update:** 4/24/2024**Relates to Procedure(s):** n/a**Legal Citation(s):** Idaho Code 33-2106, 33-2107, 33-2109

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## **I. Responsibilities**

The responsibilities of the board are as follows:

### **A. Statutory Responsibilities (33-2106):**

- (1) To elect the chair, vice-chair, secretary, and treasurer as officers for the College Board, and, at its option, select a Board trustee as a member of the Board of directors of the North Idaho College Foundation.

### **B. Statutory Responsibilities (33-2107):**

- (1) To adopt policies and regulations for its own government and the government of the College;
- (2) To employ legal counsel and other professional and nonprofessional persons, and to prescribe their qualifications;
- (3) To acquire and hold, and to dispose of, real and personal property, and to construct, repair, remodel and remove buildings in the manner prescribed for trustees of school districts pursuant to sections 33-301 and 33-601, Idaho Code;
- (4) To contract for the acquisition, purchase or repair of buildings in the manner prescribed for trustees of school districts pursuant to section 33-601, Idaho Code;
- (5) To issue general obligation or revenue bonds in the manner now, or as may be, prescribed by law;
- (6) To convey and transfer real property of the district upon which no College buildings used for instruction are situated, to nonprofit corporations, school districts, junior college housing commissions, counties or municipalities, with or without consideration; to rent real or personal property for the use of the College, its students or faculty, for such terms as may be determined by the Board of Trustees; to lease real property of the district not actually in use for College instructional purposes for such



terms as may be determined by the Board; and to lease real property and improvements to the Idaho state building authority, for a term not to exceed fifty (50) years, with or without consideration, and to enter into agreements with the Idaho state building authority for the Idaho state building authority to provide a facility, pursuant to section 67-6410, Idaho Code;

- (7) To acquire, hold and dispose of water rights;
- (8) To accept grants or gifts of money, materials or property of any kind from any governmental agency, or from any person, firm or association, on such terms as may be determined by the granter;
- (9) To cooperate with any governmental agency, or any person, firm or association in the conduct of any educational program; to accept grants from any source for the conduct of such program; and to conduct such program on, or off, campus;
- (10) To invest any funds of the district in such securities, and apply the interest or profits from such investment, as prescribed for the investment of the funds, and the application of the interest or profits, in the case of school district boards of trustees.

#### **C. Statutory Responsibilities (33-2109):**

- (1) To select, appoint, and evaluate the president of the College who shall be responsible for the general administration and the implementation of Board policies in the on-going operations of the College. To establish a compensation package for the president.
- (2) To approve annual budgets, which includes setting tuition and fees and establishing the property millage levy rate.
- (3) To make final decisions regarding awarding tenure based on established policy and procedure, with the final recommendation of the president.
- (4) To review and approve all salary schedules annually.
- (5) To engage in and approve long-range facilities planning for campus site utilization, physical plant development, and further educational needs.

#### **D. Board Policy Requirements**

- (1) To require and consider reports from the president concerning the programs and condition of the College.
- (2) To consider and act on the recommendations of the president in all matters of College policy advanced through the shared governance processes of the College. (Policy 2.01.04)
- (3) To provide for the establishment of the necessary procedures to assure proper accounting of receipts and disbursements of district funds, and those of student

organizations, and other funds under the supervision of the district. (Policy 2.03.02)

- (4) To provide for and review the annual audit of all funds of the district, student organizations, and other funds handled under the supervision of the district. (Policy 2.03.02)
- (5) To consider communications and requests from citizens or organizations on matters of policy related to internal Board governance. If there are communications and requests regarding the implementation of other College policies, they should be referred to the President for consideration and response. (Policy 2.02.01)

## **II. DUTIES OF BOARD OFFICERS**

### **Board Chair**

The duties of the Board chair shall be to:

- (1) Chair all Board of Trustees meetings.
- (2) Assist other Trustees and the College president in preparing agendas for monthly Board of Trustees meetings.
- (3) Call special meetings as necessary.
- (4) Communicate on behalf of the Board as the official voice of the Trustees when conditions warrant.
- (5) Provide for evaluation of the College president as defined by Board policy.
- (6) Approve Presidential expenses and other approved Board expenses such as monthly attorney fees or meeting expenses.
- (7) Periodically consult with Board members on their roles and their performance as defined by Board policy.
- (8) Assist the College president in conducting new trustee orientations.
- (9) Convene the Board self-evaluation session as defined by Board policy.
- (10) Delegate duties as needed to other Board members

### **Vice Chair**

The duties of the vice chair shall be to:

- (1) Understand the responsibilities of the chair and be able to perform those duties upon absence of the chair.
- (2) Carry out special assignments as requested by the chair.

**Secretary/Treasurer**

The duties of the secretary/treasurer shall be to:

- (1) Make determination as to which documents routinely become part of the Board archives and verify that they are maintained.
- (2) Receive the annual audit on behalf of the Board of Trustees and answer Board members' questions about the audit.

**Liaison to the North Idaho College Foundation**

The duties of the liaison to the NIC Foundation shall be to:

- (1) Represent the interest of the Board of Trustees at all North Idaho College Foundation meetings and serve as the conduit for information between the foundation and the Board of Trustees.

**Board Clerk**

The Board Clerk, who is appointed by the President, will ensure that the agenda and other materials for Board meetings and committee meetings are prepared. The Board Clerk will assist the Board Chairperson and Trustees in the performance of their duties. In addition, the Board Clerk will perform the necessary clerical duties for the Board of Trustees, to include but not limited to providing help with correspondence, file and maintain the Board Policy Manual, contact Trustees concerning meetings, communicate announcements of meetings, and assist with Board travel arrangements. The Board Clerk or an appointed representative is expected to make arrangements for and attend all meetings of the Board of Trustees.

### **III. Standards of Good Practice**

In support of effective community college governance, the Board of Trustees believes:

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,

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 it always strives to differentiate between external and internal processes in the exercise of its authority.

That its trustee members should engage in a regular and ongoing process of in-service training and continuous improvement, and regular evaluation.

That its trustee members come to each meeting prepared and ready to debate issues fully and openly.

That its trustee members vote their conscience and support the decision or policy made;

That its behavior, and that of its members, exemplifies the principles of ethical behavior and conduct that is above reproach;

That it endeavors to remain always accountable to the community;

That it honestly and respectfully debates issues affecting its community, and speaks with one voice once a decision or policy is made.

That it provides overall direction to the College by setting policy while allowing the president the authority to provide daily administration of said policies. (Policy 2.02.01)

## Tab 6

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

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**TAB 6**

**SUBJECT:** Approve on Second Reading Policy 7.01.04 (Continuous Professional Service Contracts)

**BACKGROUND:** The Board of Trustees conducted a first reading and discussion of Policy 7.01.04 at the February 28, 2024 regular meeting. No second reading has been conducted yet.

**DISCUSSION:** Tab 6 includes a “clean” copy of the policy as it would read if revised, as well as a second copy that shows “redline” markup of changes from the previous version. These changes are recommended by the College to the Board after flowing through the College’s process of review by the subject matter experts, Senate, and senior administrative leadership.

**REQUESTED BOARD ACTION:** It is requested that the Board consider a motion to approve the revision to Policy 7.01.04 as presented.

Prepared by: Kristin Howard  
Interim Executive Assistant to the President

## **Policy Title: Continuous Professional Service Contracts**

**Impact:** North Idaho College

**Responsibility:** North Idaho College

**Effective Date:** 12/20/1990

**Revised Date:**

**Reviewed Date:**

**Relates to Procedure(s):**

**Legal Citation(s):** Idaho Statutes 67-2320, 67-2803, 67-2806

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### **I. Policy for Awarding Continuous Professional Service Contracts**

The North Idaho College Board of Trustees has determined that it is in the best interest of the College to contract for some professional services for a period of longer than one year. Examples of such services are: (a) banking, (b) attorney, (c) architect, (d) auditor, (e) insurance. However, it is also believed that different vendors for these services should periodically have opportunities to present proposals for providing such services to insure the efficient and wise use of college funds. It is further understood that if it is determined that services are unsatisfactory, that a request for proposals can be initiated at any time. Any service contract covered under this policy may be terminated by the Trustees with a ninety (90) day written notice.

The Administration will establish an ad hoc committee consisting of no less than three college employees in the field(s) covered by the desired service. The committee will publish two (2) notices soliciting bids at least two (2) weeks before the date for the opening bids, with the second notice to be published in the succeeding week at least seven (7) days before the date that bids are scheduled to be opened per Idaho Statute 67-2806. The committee will review the proposals received and make written recommendations to the President. The President will forward a recommendation to the Board of Trustees for Board approval of proposals costing over \$150,000 annually unless otherwise restricted by Idaho statute.

### **II. Definitions to Be Used in the Interpretation of this Policy**

1. **PROFESSIONAL** will mean those services conforming to the standards of a professional determined through prolonged and specialized intellectual training that enables a particular service to be rendered, licensure, or uniqueness of the service. The word “professional” implies professed attainments in special knowledge as distinguished from mere skills.
2. **CONTINUOUS** will mean a period of more than one year during which services are provided.
3. **SERVICE** will mean actions, words, or benefits accrued to North Idaho College as the result of an individual’s or firm’s efforts.

## Policy Title: Continuous Professional Service Contracts

**Impact:** North Idaho College

**Responsibility:** North Idaho College

**Effective Date:** 12/20/1990

**Revised Date:**

**Reviewed Date:**

**Relates to Procedure(s):**

**Legal Citation(s):** [Idaho Statutes 67-2320, 67-2803, 67-2806](#)

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### I. Policy for Awarding Continuous Professional Service Contracts

The North Idaho College Board of Trustees has determined that it is in the best interest of the College to contract for some professional services for a period of longer than one ~~fiscal~~ year. Examples of such services are: (a) banking, (b) attorney, (c) architect, (d) auditor, (e) insurance ~~and grant consultants or directors~~. However, it is also believed that different vendors for these services should periodically have opportunities to present proposals for providing such services to insure the efficient and wise use of college funds. It is further understood that if it is determined that services are unsatisfactory, that a request for proposals can be initiated at any time. Any service contract covered under this policy may be terminated by the Trustees with a ninety (90) day written notice.

The Administration will establish an ad hoc committee consisting of no less than three college employees in the field(s) covered by the desired service. The committee will publish two (2) notices soliciting bids at least two (2) weeks before the date for the opening bids, with the second notice to be published in the succeeding week at least seven (7) days before the date that bids are scheduled to be opened per Idaho Statute 67-2806~~prepare a request to be circulated in a geographic area large enough to insure responses from several qualified professionals~~. The committee will review the proposals received and make written recommendations to the ~~President's Cabinet~~ The President will forward a recommendation to ~~and~~ the Board of Trustees for Board approval of any RFP anticipated to proposals costing over \$1250,000 annually unless otherwise restricted by Idaho statute.

### II. Definitions to Be Used in the Interpretation of this Policy

1. PROFESSIONAL will mean those services conforming to the standards of a professional determined through prolonged and specialized intellectual training that enables a particular service to be rendered~~practice, special skills~~, licensure, or uniqueness of the service. The word "professional" implies professed attainments in special knowledge as distinguished from mere skills.



2. CONTINUOUS will mean a period of more than one year during which services are provided.
3. SERVICE will mean actions, words, or benefits accrued to North Idaho College as the result of an individual's or firm's efforts.

## Tab 7

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

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**TAB 7**

**SUBJECT:** Approve on Second Reading Policy 4.01 (Program Evaluation)

**BACKGROUND:** The Board of Trustees conducted a first reading and discussion of Policy 4.01 at the April 24, 2024 regular meeting. No second reading has been conducted yet.

**DISCUSSION:** Tab 7 includes a “clean” copy of the policy as it would read if revised, as well as a second copy that shows “redline” markup of changes from the previous version. Also included for additional context is the associated Procedure 4.01, however please note no Board action is needed for the Procedure.

These changes are recommended by the College to the Board after flowing through the College’s process of review by the subject matter experts, Senate, and senior administrative leadership.

**REQUESTED BOARD ACTION:** It is requested that the Board consider a motion to approve the revision to Policy 4.01 as presented.

Prepared by: Kristin Howard  
Interim Executive Assistant to the President

## **Policy Title: Program Evaluation**

**Impact:** Curriculum

**Responsibility:** Office of Instruction

**Effective Date:**

**Revised Date:**

**Reviewed Date:**

**Relates to Procedure(s):** 4.01

**Legal Citation(s):**

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### **I. Purpose**

Evaluation of each academic program of the college should be undertaken periodically to provide faculty, administration, and the board of trustees with information about how well the program functions in relation to its objectives and the needs of the five-county service area. It may provide justification for actions of the following kinds:

1. Confirmation of the validity of the program and continuation of support for it.
2. Reconsideration and possible redefinition of the goals, purposes, and objectives of the program.
3. Review and alteration of the content and structure of the program.
4. Reconsideration of priorities and allocation of resources.
5. Redefinition of roles and reassignment of individuals.

### **II. Definitions**

An academic program is a course of study leading to a certificate of completion, an associate degree, or is intended to provide the first two years of a major leading to a baccalaureate degree. Program review is a process to assess the overall effectiveness of a program through systematic collection and analysis of data.

### **III. Policy**

Each credit program will be evaluated at least once every five years. Nationally accredited programs are excluded from conducting program reviews. Programs with more frequent review mandated by

appropriate agencies will be evaluated more often. In addition, the chief academic officer may require review of any program whenever a serious problem is indicated. Although formal evaluation may occur only once every five years, data will be collected in an on-going process to provide a continuous means for monitoring and evaluating the effectiveness of the program.

## Policy Title: Academic Program Review~~Evaluation~~

**Impact:** Curriculum

**Responsibility:** Office of Instruction

**Effective Date:**

**Revised Date:**

**Reviewed Date:**

**Relates to Procedure(s):** 4.01

**Legal Citation(s):**

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### I. Purpose

Evaluation of each academic program of the college should be undertaken periodically to provide faculty, administration, and the board of trustees with information about how well the program functions in relation to its objectives and the needs of the five-county service area. It may provide justification for actions of the following kinds:

1. Confirmation of the validity of the program and continuation of support for it.
2. Reconsideration and possible redefinition of the goals, purposes, and objectives of the program.
3. Review and alteration of the content and structure of the program.
4. Reconsideration of priorities and allocation of resources.
5. Redefinition of roles and reassignment of individuals.

### II. Definitions

An academic program is a course of study leading to a certificate of completion, an associate degree, or is intended to provide the first two years of a major leading to a baccalaureate degree. Program reviewevaluation is a process to assess the overall effectiveness of a program through systematic collection and analysis of data.

### III. Policy

Each credit program will be evaluated at least once every five years, using procedures prescribed by the Curriculum Council. Nationally accredited programs are excluded from conducting program

reviews. Programs with more frequent review mandated by appropriate agencies will be evaluated more often. In addition, the ~~vice president for Instruction~~ chief academic officer may require review of any program whenever a serious problem is indicated. Although formal evaluation may occur only once every five years, data will be collected in an on-going process to provide a continuous means for monitoring and evaluating the effectiveness of the program.

## **Procedure Title: Academic Program Review**

**Impact:** Curriculum

**Responsibility:** Office of Instruction

**Effective Date:**

**Revised Date:** March 2024

**Reviewed Date**

**Relates to Policy(s):** 4.01

**Legal Citation(s):**

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### **I. Procedures**

1. The chief academic officer will publish a five-year schedule for the routine evaluation of academic programs. In addition, the chief academic officer will determine when a program will be evaluated out of turn, considering such matters as the following: the history and current status of the program, including its size, the quality of its faculty and external factors affecting it, such as licensing requirements.
2. Should a program warrant an evaluation out of turn, the chief academic officer will notify the division chair/director one year in advance that a program will be reviewed.
3. The chair/director will recommend to the dean a self-study committee that will include the division chair/director, program faculty, and other individuals as appropriate.
4. The program review will consist of at least two and no more than three external reviewers. External reviewers should include faculty or program directors from other institutions and may include relevant industry partners.
5. The division chairperson will coordinate the program review and supervise the preparation of a written report by the faculty. The Office of Instruction will provide programs with the report template. The final report should be inclusive of the reviewer's recommendations and a plan of action from the faculty.
6. The completed report will be submitted to the chief academic officer. After studying the report and obtaining clarification from program faculty, the chief academic officer will present recommendations to the Curriculum Council for routine approval. The chief academic officer will recommend to the president one of the following:
  - a. Continue the program as presently offered.
  - b. Revise or modify the program in specific ways.
  - c. Phase out or terminate the program.



## **II. Program Evaluation Guide: Self-Study Outline**

- A. Program Overview: mission alignment, internal and external demand, goals
- B. Programmatic Accreditation (if applicable)
- C. Faculty and Staff Profile: headcount, FTE, and credentials
- D. Enrollments
- E. Program Delivery
- F. Students: grades, course completion and graduation rates
- G. Curriculum and Assessment
- H. Facilities and Resources
- I. Articulation Agreements
- J. External Program Reviewers Feedback: weaknesses, strengths, and recommendations.
- K. External Reviewers Feedback on the Program Review Process
- L. Program Action Plan

## Tab 8

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

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**TAB 8**

**SUBJECT:** Remove on Second Reading Policy 7.05 (Textbook Adoption and Complimentary Copies)

**BACKGROUND:** The Board of Trustees conducted a first reading and discussion of Policy 4.01 at the April 24, 2024 regular meeting. No second reading has been conducted yet.

**DISCUSSION:** Tab 8 includes “redline” markup of current policy for reference. Following the College’s process of review by the subject matter experts, Senate, and senior administrative leadership, it was determined that this policy is no longer relevant. The recommendation is to remove it.

**REQUESTED BOARD ACTION:** It is requested that the Board consider a motion to remove Policy 7.05 from current Policies and Procedures.

Prepared by: Kristin Howard  
Interim Executive Assistant to the President

## ~~Policy Title: Textbook Adoption~~

~~Impact: Business Procedures Responsibility: Office of Instruction Effective Date: 12/22/1993  
Revised Date: 5/28/2014~~

~~Reviewed Date:~~

~~Relates to Procedure(s): Legal Citation(s):~~

### ~~I. Policy Narrative:~~

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~~Adoption of textbooks and required course materials must be approved by the division chair, who consults with the bookstore manager for ordering.~~

~~Complimentary copies of textbooks and course materials are not to be sold to any persons or organization, including solicitors or used book dealers.~~

## Tab 9

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

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**TAB 9**

**SUBJECT:** First Reading Policy 3.05 (Academic Freedom)

**BACKGROUND:** At the September 25, 2024 regular meeting of the Board of Trustees, two overview presentations were given on similar, but distinct topics that are often mistaken for one another. The Dean of Transfer and General Education from the Office of Instruction gave an overview of Academic Freedom. The Dean of Students presented on the Time, Manner, and Place of Free Speech.

**DISCUSSION:** Tab 9 includes the suggested revision to the College policy on Academic Freedom. This revised policy is adapted from Idaho State Board of Education Policy III.B – Academic Freedom and Academic Responsibility and has flowed through the College’s process of review by the subject matter experts, Senate, and senior administrative leadership prior to coming to the full Board for a first reading.

**REQUESTED BOARD ACTION:** It is requested that the Board read and consider the proposed policy and raise to the College any clarifications needed (if any) during discussion.

Prepared by: Kristin Howard  
Interim Executive Assistant to the President

## Policy Title: Academic Freedom

**Impact:** Faculty and Students

**Responsibility:** Office of Instruction

**Effective Date:** 6/30/1999

**Revised Date:**

**Reviewed Date:**

**Relates to Procedure:** 3.02.23, 3.02.30 and 5.16

**Legal Citation(s):**

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North Idaho College provides an environment where relevant parties, as described in this policy, should expect the standards of academic freedom and academic responsibility to apply to all discourse intended to advance the mission of this institution.

Academic Freedom advances the right of postsecondary students and faculty, to pursue educational opportunities that seek to examine, apply, discuss, and build knowledge, theories, principles, concepts, or ideas without fear of censorship or retaliation.

Academic Responsibility is the commitment by students, faculty, and institutions to strive to protect the academic freedom of others by appreciating their special position in the community, performing academic obligations with intellectual honesty, promoting the free exchange of ideas, and showing respect toward those with whom they both agree and disagree.

Intellectual honesty encompasses truthfulness, accuracy, fairness, and open-mindedness in the pursuit of knowledge and understanding by applying a method of problem solving characterized by an unbiased, honest attitude (see Academic Integrity policy).

### Students

A student is defined as any person duly admitted and enrolled at this institution. This policy recognizes the academic freedom and academic responsibility to individuals with the status of student.

#### A. Academic Freedom of Students

In addition to constitutionally protected freedoms of speech, assembly, and religion, students have the right to engage in free inquiry, intellectual debate, and freedom of scholarship both on and off campus. Students shall not be subject to retaliation or censorship in response to their beliefs, opinions, research, publications, creative activity, and participation in institutional governance. Students are subject to the responsibilities outlined in this policy. This academic freedom includes but is not limited to:

##### i. Instructional Environments

- A. Students have the right to express personal opinions about concepts and theories presented in their courses and to disagree with opinions expressed by

faculty and fellow students. Students are entitled to fair and even treatment in all aspects of student-faculty relationships.

- B. Students may not be directed, evaluated on, or otherwise compelled to personally affirm, adopt or adhere to any particular political, religious, philosophical, or ideological tenets.
- ii. Research, Publication, and Creative Activity
  - A. Students may pursue research topics of their choosing, pursuant to institutional research and course standards.
  - B. Students have the right to publish and present their research as well as engage in the production and exhibition of creative works.
  - C. Students are entitled to attribution for discoveries and original research conducted.
- iii. Participation in Institutional Governance
  - A. Students have the right to participate in institutional governance through appropriate institutional processes.
  - B. Students have the right to express opinions and provide feedback concerning institutional governance and administration without fear of censorship or retaliation.
  - C. In matters of disciplinary action, students have the right to due process and to be held accountable using academic standards and institutional procedures (see Student Code of Conduct policy)
- iv. Community and Campus Involvement
  - A. Students have the right of free expression on and off campus (see Time, Place, and Manner for Exercising Freedom of Speech policy).
  - B. Students have the right to organize student associations and to request official recognition or status from the institution for such associations.
  - C. Students have the right to be free from requirements to make personal or political choices against their beliefs or values.

#### B. Academic Responsibility of Students

Academic freedom carries certain responsibilities which broadly include contributions to the academic community, acknowledgement of the validity of a diverse range of perspectives, commitment to learning relevant information, and good stewardship of the academic community. Students assume, at minimum, the following responsibilities in relation to academic freedom:

- i. By enrolling in a public postsecondary institution, students agree to adhere to the institutions' student codes of conduct and to respect the rights of others, including the right to express differing opinions. Students also agree to acknowledge that faculty may expose students to a broad range of diverse perspectives, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off campus. Expression of dissent and attempts to produce change shall not be carried out in ways which injure individuals, damage institutional facilities, disrupt classes, or interfere with institutional activities. Students who seek to call attention to grievances must do so in accordance with institutional policies and procedures, and in ways that do not significantly impede the academic functions of the institution.
- ii. Students have a responsibility to engage in scholarship, learn material that is relevant to course outcomes, and adhere to course syllabi and institutional student codes of



- conduct. A student's personal opinion does not permit them to avoid responsibility for completing assigned course content.
- iii. Students are responsible for the academic integrity of their coursework, including, but not limited to producing original works for assignments and completing assessments and activities using their own knowledge and experience.
  - iv. Students are responsible for conducting and reporting research in an ethical manner and with intellectual honesty. Students shall not threaten the rights or the safety of others while exercising academic freedom. Students will frequently participate in learning environments with the free exchange of ideas, but shall not be required to make personal or political choices against their beliefs or values.

## Faculty

Faculty forward the academic mission of a college through teaching, research, service, and other scholarly contributions. This policy recognizes the academic freedom and academic responsibility to individuals with the status of faculty.

### A. Academic Freedom of Faculty

Faculty have the right to engage in free inquiry, intellectual debate, and freedom of scholarship both on and off campus. Faculty shall not be subject to retaliation or censorship in response to their research, publications, creative activity, pedagogy, participation in institutional governance, and all other official aspects of their job description. When speaking or writing as a citizen, each faculty member should be free from institutional censorship or discipline so long as it's made clear that such action is not taken as a representative of the college (see Political Activities Policy). Faculty are subject to the responsibilities outlined in this policy. This academic freedom includes but is not limited to:

- i. Pedagogy and Curriculum Development
  1. Faculty have the right to determine course content, including the use of relevant materials, subject to institutional curriculum development processes.
  2. Faculty have the right to determine the instructional methodologies used to engage learners in the course content and evaluate student performance.
- ii. Research, Publication, and Creative Activity
  1. Faculty may pursue research topics of their choosing, pursuant to institutional research standards.
  2. Faculty have the right to publish and present their research as well as engage in the production and exhibition of creative works, within the requirements related to intellectual property (see Intellectual Property policy 2.03.03).
  3. Faculty are entitled to attribution for discoveries and original research.
- iii. Participation in Institutional Governance
  1. Faculty have the right to participate in institutional governance.
  2. Faculty have the right to express opinions and provide feedback concerning institutional governance and administration without fear of censorship or retaliation.
  3. Faculty have the right to due process in matters of academic freedom.
  4. Faculty have the right to participate in institutional processes that determine who may teach, what may be taught, how it shall be taught, and what methods will be used for student admission into selective enrollment programs.

**B. Academic Responsibility of Faculty**

Academic freedom carries with it certain responsibilities which broadly include maintaining competence in scholarship, exposing students to a diverse range of perspectives, ensuring that students are taught relevant information, and being good stewards of the academic community.

Faculty assume the following responsibilities in relation to academic freedom:

- i. Each faculty member of the institution is a citizen, a member of a learned profession, and a representative of the institution. Membership in the academic community imposes on faculty an obligation to respect the rights of others, including the right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off campus. Expression of dissent and attempts to produce change shall not be carried out in ways which injure individuals, damage institutional facilities, disrupt classes, or interfere with institutional activities. Faculty who seek to call attention to grievances must do so in accordance with institutional policies and procedures (see Grievances policy). Furthermore, faculty members must refrain from using institutional resources to further interests or activities that are not a part of the assigned responsibilities to the institution.
- ii. Faculty members are expected to maintain professional competence in their field(s) of specialization, congruent with their teaching, service, and scholarly expectations.
- iii. Faculty are responsible for presenting the content in their courses in a way that is consistent with the mission of the institution, department, program, and discipline. When presenting content, faculty may expose students to an intellectual diversity of scholarly and creative views related to the faculty member's discipline and/or specific field of study.
- iv. Faculty shall respect the rights and maintain the safety of students, other faculty, and administrators, while exercising academic freedom.
- v. Faculty may not refuse to teach a student because of the student's beliefs, interpretations, or applications of knowledge. Faculty have the responsibility to facilitate pluralistic learning and work environments, but shall not require others to adopt personal or political choices against their beliefs or values.

**Institutional Support of Academic Freedom**

North Idaho college is an institution providing postsecondary academic instruction, including career technical and workforce training programs.

**Academic Responsibility of the Institution**

I. Academic freedom carries with it certain responsibilities which broadly include the educational functions of an institution, the ethical administration of academic affairs, and the protection of student and faculty academic freedom. North Idaho College assumes, at minimum, the following responsibilities in relation to academic freedom:

- i. The institution has a responsibility to set, maintain, and enforce policies that protect the academic freedom and promote the academic responsibility of faculty and students.
- ii. The institution shall use methods that are consistent and respectful of the ideals of academic freedom when evaluating faculty members.

- iii. The institution shall dedicate adequate resources, space, and programming toward the advancement of academic freedom.
- iv. The institution has a responsibility to create and deliver academic programs. It shall maintain appropriate policies and processes to aid content and curriculum delivery that are consistent with the ideals of academic freedom.

## Limitations

The following limitations exist to the academic freedom of faculty and students and the academic responsibility of students, faculty, and this institution:

- A. Academic freedom does not permit members of the institutional community to harass, threaten, or intimidate others.
- B. Student academic freedom does not grant students the right to refuse to complete assigned coursework without consequence.
- C. Academic freedom does not protect faculty members from colleague or student challenges to, or disagreement with, their instructional methods.
- D. Academic freedom does not protect faculty or students from institutional or noninstitutional penalties for violating the law.
- E. Academic freedom does not confer the right to faculty or students to violate institutional policies; though academic freedom does confer the right of faculty and students to criticize such policies.
- F. Academic freedom does not protect faculty or students from disciplinary action consistent with established institutional policies.
- G. Academic freedom does not protect faculty or students from sanctions or dismissal for professional misconduct or poor performance consistent with established institutional policies.
- H. Academic freedom does not protect faculty or students from investigations into allegations of or discipline for scientific misconduct or other violations of institutional policy.

Procedures applicable to resolving academic freedom complaints are:

Grievances  
Remediation of Tenured Faculty  
Student Complaints and Concerns

This policy is adapted from Idaho State Board of Education Policy III.B – Academic Freedom and Academic Responsibility.

### ~~I. Academic Freedom~~

~~North Idaho College recognizes each faculty member's fundamental right to academic freedom as the cornerstone of the educational process. This means that each faculty has the following prerogatives.~~

~~As a teacher/librarian/counselor~~

~~Freedom to choose appropriate pedagogical methods, within recognized professional standards.~~

~~Freedom to present and discuss controversial or unpopular ideas, as long as they relate to the subject matter and are within the limits of the law and not prohibited by the policies of NIC.~~

~~Freedom to select and purchase materials and provide information on subjects (including controversial subjects) in a professionally responsible manner.~~

~~Freedom to present and discuss with counseling clients controversial topics as they relate to client needs and to provide materials, information, and referrals on controversial topics in a responsible manner and within recognized professional standards.~~

~~As a scholar and/or artist~~

~~Freedom to conduct research or do creative work on subjects of one's own choice as long as such activity is within the limits of the law and is not prohibited by the policies of NIC.~~

~~Freedom to author or otherwise create controversial or unpopular works of scholarship, as long as such activity is within the limits of the law and is not prohibited by the policies of NIC.~~

~~As a member of the college community~~

~~Freedom to propose controversial or unpopular policies or practices to college bodies such as standing and ad hoc committees, supervisors, governing boards, and other groups and individuals.~~

~~Freedom to question, criticize, and seek revision of NIC policies and practices in accordance with the normal review process in effect at the college.~~

~~As a private citizen~~

~~Freedom to speak or write publicly as long as it is made clear that such action is not undertaken as a representative of the college.~~

# Tab 10

**BOARD OF TRUSTEES MEETING**  
**December 18, 2024**

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**TAB 10**

**SUBJECT:** First Reading Policy 3.08.10 (Distance Education)

**BACKGROUND:** The Board of Trustees conducted a first reading and discussion of Policy 7.01.04 at the February 28, 2024 regular meeting. No second reading has been conducted yet.

**DISCUSSION:** Tab 10 includes the policy recommended by the College to the Board after flowing through the College's process of review by the subject matter experts, Senate, and senior administrative leadership. Also included for additional context is the associated Procedure 3.08.10, however please note no Board action is needed for the Procedure.

**REQUESTED BOARD ACTION:** It is requested that the Board read and consider the proposed policy and raise to the College any clarifications needed (if any) during discussion.

Prepared by: Kristin Howard  
Interim Executive Assistant to the President

## Policy Title: Distance Education

**Impact:** Instruction

**Responsibility:** Office of Instruction

**Effective Date:**

**Revised Date:**

**Reviewed Date:**

**Relates to Procedure:** 3.08.10

**Legal Citation(s):** US Department of Education - 34 CFR. §600.2, 34 §CFR 602.17(g)

Northwest Commission on Colleges and Universities (NWCCU) Distance Education Policy, Standard 2.G.7

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### I. Policy Statement

North Idaho College (NIC) is committed to student success by providing educational opportunities that meet the needs of all students. In alignment with the mission of the college, online learning utilizes educational technology in order to increase access and provide flexible scheduling opportunities for students to pursue lifelong learning.

Every student enrolled in an online learning course will have access to all the academic support services available to students enrolled in face-to-face courses. Online and hybrid courses will reflect the same learning outcomes and rigor as equivalent face-to-face courses.

### II. Overview and Purpose

The North Idaho College Distance Education Policy and Procedure establishes guidelines for the purpose of ensuring the consistency and quality of online learning to achieve student success and promote educational excellence.

North Idaho College online courses are required to fall under the U.S. Department of Education's definition of distance education and are subject to all federal requirements for distance education.

### III. Scope

This policy and procedure apply to all courses identified as Online Learning.

### IV. Definitions

“Educational Technology” – Technology used for instruction (e.g. website, learning management system, textbook integration, mobile application, lecture capture, web conferencing, streaming media).

“Hybrid” – A course that combines face-to-face and online instruction. A substantial portion of the course learning activities (typically 30-70%) are delivered online.

“Online” – Courses taught online with no set meeting time.

“Online Learning” – Courses identified as “Hybrid” or “Online” in the North Idaho College catalog.



## **Procedure Title: Distance Education**

**Impact:** All Benefit-Eligible, Non-Faculty Employees

**Responsibility:** Human Resources

**Effective Date:** 4/25/2001

**Last Update:** 1/30/2020

**Relates to Policy (s):** 3.08.10; 3.02.34; 5.06.01

**Legal Citation(s):** US Department of Education - 34 CFR. §600.2, 34 §CFR 602.17(g)

Northwest Commission on Colleges and Universities (NWCCU) Distance Education Policy, Standard 2.G.7

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### **I. Procedure Narrative**

The following procedures are to ensure the quality and effectiveness of online learning at North Idaho College and meet the Department of Education requirements for distance education.

### **II. Federal Regulations**

Distance education is defined by the US Department of Education as an educational approach that utilizes various technologies to deliver instruction to students who are separated from their instructors. The goal of this mode of instruction is to establish regular and substantive interactions between the student and instructor, whether synchronous or asynchronous.

An instructor is an individual responsible for delivering course content and who meets the qualifications for instruction established by an institution's accrediting agency.

### **III. Substantive Interaction**

Engaging students in teaching, learning, and assessment, consistent with the content under discussion, and also includes at least two of the following:

- A. Providing direct instruction
- B. Assessing or providing feedback on a student's coursework
- C. Providing information or responding to questions about the content of a course or competency
- D. Facilitating a group discussion regarding the content of a course or competency; or
- E. Other instructional activities approved by the institution's or program's accrediting agency.

### **IV. Regular Interaction**

Prior to the student's completion of a course or competency, NIC ensures regular interaction between a student and an instructor or instructors by:

- A. Providing the opportunity for substantive interactions with the student on a predictable and scheduled regular basis commensurate with the length of time and the amount of content in the course or competency.
- B. Monitoring the student's academic engagement and success and ensuring that an instructor is responsible for promptly and proactively engaging in substantive interaction with the student when needed on the basis of such monitoring, or upon request by the student.

## **V. Course Delivery**

All online and hybrid courses will be delivered using NIC's licensed Learning Management System (LMS). In exceptional circumstances other delivery options may be used if approved by Division Chairs/Directors and Deans.

## **VI. Faculty Qualification for Online Teaching**

Online courses should be developed and delivered by qualified instructors who have the necessary training and expertise in the subject matter and in online instruction.

Pursuant to NIC policy and procedure 3.02.34, "Teaching Focus," Section I, "Teaching Activities," Item 2, Faculty members are expected to "demonstrate competence in their teaching fields and related technologies."

Faculty members teaching online or hybrid courses are responsible for demonstrating experience or competency in teaching online. Faculty members can demonstrate competency by:

1. Providing evidence of previous experience teaching online; or
2. Completing onboarding to online teaching verified by the Office of eLearning.

In exceptional circumstances, a faculty member may be employed to teach an online or hybrid course on a probationary basis without first demonstrating proficiency, but will be required to complete proficiency requirements by the end of the semester in which they are teaching.

## **VII. Course Review**

Pursuant to NWCCU Distant Education policies in regards to the Evaluation of Distance Education, *"The institution has established a system for monitoring or periodically evaluating its online programs to ensure that its instructors continue to observe such policies for regular and substantive interactions"*.

On a schedule determined by the Office of Instruction with input from the Office of eLearning, faculty will engage in an informal course review with the instructional design team. This informal review will identify areas of quality in a course, regular and substantive interactions and areas of a course that could be improved.

## **VIII. Student Verification and Identity**

In accordance with 34 §CFR 602.17(g) North Idaho College will maintain an effective identity verification process to establish that the student who is academically engaging in the course or program is the same person who is enrolled for the class. Violation of this procedure could lead to actions outlined in the Academic Integrity (5.06.01) and User Authentication (3.08.05) policy and

procedure. All methods of verifying student identity in distance learning must protect the privacy of student information.

One or more of the following methods will be used

- a. A secure log in and password
- b. Proctored examinations
- c. New or other technologies and practices.

NIC students who register for any classes that require additional fees associated with verification processes are notified in advance before registration with an appropriate symbol on the registration webform.

## **IX. Faculty Support**

North Idaho College will offer professional development and support to all part-time and full-time instructors in the preparation and delivery of online learning.