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

CALL TO ORDER

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

ATTENDANCE

Trustees: Brad Corkill
Rick Durbin
Mary Havercroft
Eve Knudtsen
Tarie Zimmerman

Also present: Nick Swayne, President
Ken Burke, ACCT Consultant
Debbie DiThomas, ACCT Consultant

Facilitated Review/Discussion of Board Self-Evaluation

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

Facilitated Discussion/Revision: 2025-26 Board Goals

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

Board Policy Sub-Committee Discussion

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

Wrap-up

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

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

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

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

Session Evaluation

All attendees completed and submitted a Session evaluation form.

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

Respectfully Submitted,
Suzy Scura, Board Clerk

Addenda:

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



NIC Board Self-Evaluation November 19, 2025

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Board Evaluation



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

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

Primary Purposes of Evaluation

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

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

Agenda

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

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

- Overview of Board Self-Evaluation4
- Highlights and Summary of Assessment 5
- Averages per Category.7
- Individual Trustee Averages.8
- Responses by Rating 9
- Results by Topic/Category.10
- Open Ended Responses. 28
- Survey asked trustees to assess the board’s performance on key characteristics of effective governance--and how well the Board as a whole exhibits or understands those characteristics. (p. 10-27)
(Board Organization, Board-President Relations, Board Leadership, Advocating for the College, Board Education, Policy Role and Direction, Standards for College Operations, Community College and Student Relations, and Community Relations)
- At conclusion of survey trustees were asked open-ended questions. (p. 28)

NIC Board Self-Evaluation



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

Key Findings (pg. 4)

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

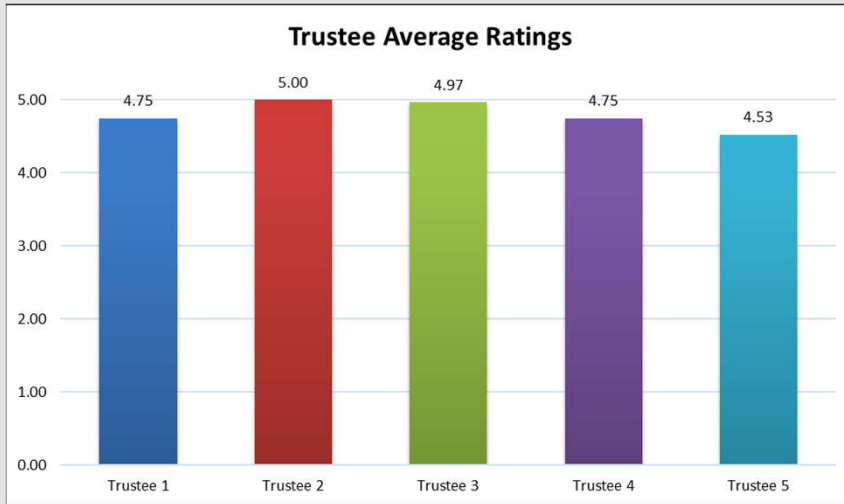
NIC Board Self-Evaluation



Responses by Category

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

NIC Board Self-Evaluation



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

NIC Board Self-Evaluation



Responses by Rating

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

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

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

Highest and Lowest Items (pgs. 5,6)

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

Results by Topic/Category (Pages 10-28)

Survey Rated Questions – (Pages 10-27)

Analysis of each Category and Items:

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

Open-Ended Statements/Question – (Page 28)

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

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

Open Ended Items

As a trustee, I am most pleased about:

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

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

As a trustee, I have concerns about:

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

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

Open Ended Items



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

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

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

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

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

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Report



NIC Board Board Goal Discussion/Revision

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Current NIC Board Goals



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

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

Current NIC Board Goals



6. Board Effectiveness

Realizing the serious work facing NIC, and the need for the Board to improve its culture to achieve college, presidential, and board goals, the board will take bold actions to transform itself into a high functioning unit by fully understanding and implementing best practices for board governance through personal professional development as well as targeted study group sessions.

Key Actions

- A. Establish clear, mutually agreed upon goals for the president and create a relationship for achievement of same.
- B. In accordance with BP 2.02.01: Presidential Authority, respect the authority that has been delegated to the President and hold the President accountable for execution of job duties as stated in the policy and mutually agreed upon 2023-24 presidential goals.
- C. Update all board governance policies and ensure development and implementation of a cycle for regular review and revision of all board governance policies so that each policy is reviewed a minimum of once every three years, except when required by revisions to code, rules, or regulations.
- D. Adhere to BP 2.01.08: Board of Trustees Performance Review by following a regular cycle for Board self-evaluation and development of annual Board goals and developing a common understanding on Board policies on which the Board members have conflicting interpretations.
- E. Conduct a mid-year progress update of Board goals.
- F. Cultivate a strong, positive President/Board relationship that promotes the success of NIC's students, and the community college as a whole.

Current NIC Strategic Plan Goals



Students

Enhance student access and support services to strengthen student success.

Programs

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

Partners

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

Systems

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

Infrastructure

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

Current NIC Board Goals



**Board Goal Discussion –
Revise as Board Decides**

Policy Sub-Committee Discussion

Wrap Up

Where We've Been...

Thank You!



North Idaho College

Session Evaluation



Strategic Plan Goals

May 22, 2024

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Strategic Goals 2025-2030



Enhance student access and support services to strengthen student success



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



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



Create a unified educational system among the College and its centers



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

North Idaho College Timeline – Jan 2023 to Current

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

Prior to January 2023:

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

January 2023:

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

February 2023:

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

March 2023:

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

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

April 2023:

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

May 2023:

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

June 2023:

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

July 2023:

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

August 2023:

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

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

September 2023:

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

October 2023:

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

November 2023:

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

December 2023:

- Parliamentary Procedure training held by professional parliamentarian for new chair

January 2024:

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

February 2024:

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

March 2024:

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

April 2024:

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

May 2024:

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

June 2024:

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

July 2024:

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

August 2024:

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

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

September 2024:

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

October 2024:

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

November 2024:

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

December 2024:

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

January 2025:

- College submits letter to NWCCU on progress of various recommendations

February 2025:

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

March 2025:

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

May 2025:

- In person board training is held with ACCT Consultants

August 2025:

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

October 2025:

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

November 2025:

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