

FORT SCOTT COMMUNITY COLLEGE

BOARD OF TRUSTEES – SPECIAL MEETING MINUTES

April 17, 2026 – 12:00 p.m.

Ellis Fine Arts Building

The Board of Trustees of Fort Scott Community College, Fort Scott, Kansas, met in special session at the Ellis Fine Arts Building at 12:00 p.m.

PRESENT: Ronda Bailey, Destry Brown, Chad Cosens, Marilyn Hoyt, Chad McKinnis, Doug Ropp

ABSENT: None

ALSO PRESENT: President Dr. Jack Welch, Clerk Gina Shelton, Dr. Larry Guerrero, Lindsay Hill, Juley McDaniel, Vanessa Poyner, Dave Wiemers, members of the faculty, staff, and public.

1.0 Call to Order – Chair Doug Ropp called the meeting to order at 12:00 p.m. with a roll call of the board members by the clerk.

Trustee Hoyt entered at 12:01 p.m.

2.0 Flag Salute & Invocation

Completed.

3.0 Presentation of 2024-25 Audit

Emily Franks, CPA with Jarred, Gilmore, & Phillips, P.A., presented the 2024-25 financial audit to the Board. Mrs. Franks reviewed the entire audit with the Board, including the MD&A, the financial schedules, the notes in the audit, and the three audit findings. There was discussion of the measures put in place to correct those audit findings. Mrs. Shelton provided confirmation that the audit journal entries had been posted to the 2024-25 fiscal year. Mrs. Franks noted that if board members had any follow-up questions related to the audit, they could reach out and she would answer those questions. The audit will be posted to the Fort Scott Community College website.

4.0 Leadership Reports & Updates

Dr. Jack Welch presented information regarding enrollment growth in relation to fall enrollment; noted there were 285 graduates; discussed the goal of an increase of 200 headcount; noted that FSCC was one of the most affordable schools statewide; and discussed the State of FSCC to be hosted on May 21. Dr. Welch noted that when Fort Scott Community College grows, Fort Scott grows.

Vanessa Poyner, Vice President of Student Affairs, discussed that the 3rd annual Outstanding Students award ceremony will be held on May 7 at 3:00 p.m. at the Ellis Fine Arts Center; that faculty and staff whom students have selected for the Life Changer Award will be recognized during the end-of-year luncheon; and that Fort Scott Nazarene Church will continue to allow parking for the students living at Garrison, with a contract to come before the Board.

Dr. Larry Guerrero, Vice President of Academic Affairs, noted that he had received information from the state that Certificates A and C have been accepted.

Dave Wiemers, Athletic Director, discussed the upcoming Hall of Fame weekend, including the golf tournament and inductions of honorees; noted that spring coaches will be at the meeting to report on their teams; and discussed the upcoming hiring process for a new men's basketball coach.

President's Update
April 14, 2026

Dear Board of Trustees,

I want to take a moment to share several important updates that reflect the continued progress and positive momentum at Fort Scott Community College.

1. Advising & Enrollment Growth

Our advising and enrollment efforts are showing strong results compared to this same time last year. As of April 14:

- April 2025: 90 headcount | 1,006 credit hours
- April 2026: 121 headcount | 1,732 credit hours

This represents a significant increase of 31 students and 726 credit hours, which is a clear indicator that our recruitment, advising, and student engagement strategies are gaining traction. The growth in credit hours is especially important as it directly impacts our future funding model.

2. State Comparisons

Data provided by our IR Director, Ben Souza, highlights the following:

- FSCC is ranked the 2nd most affordable community college in Kansas for tuition, sitting \$22 below the state average.
- FSCC is ranked 5th highest in fees statewide.
- When combining tuition and fees, FSCC ranks 12th out of 19 institutions, placing us more affordable than over half of the colleges in Kansas.

Academic Perspective

These data points tell an important and accurate story. While overall enrollment has remained relatively flat, our credit hour production has improved in Spring 2025, which is a critical factor in our funding model. There is still work to be done, but the trajectory is encouraging. Our continued focus on strategic growth, workforce alignment, and student success is beginning to show measurable results, while we maintain a competitive and affordable cost structure for our students.

3. FSCC = An Economic Engine-Economic Impact on Fort Scott & Bourbon County

Fort Scott Community College is one of the most important drivers of our local economy-impacting jobs, businesses, and the future workforce every single day.

Local Jobs & Payroll- Stable, year-round economic activity

- FSCC is a major employer in Bourbon County
- Faculty, staff, and coaches live and spend locally
- Supports housing, retail, restaurants, and services

Student Spending- Supports local businesses and increases sales tax revenue

Students bring new dollars into Fort Scott through:

- Housing & rent
- Groceries & gas
- Dining & retail

Local Business Support- Keeps dollars circulating in our local economy

FSCC invests in the community through:

- Facilities & maintenance
- Equipment purchases
- Local vendor partnerships

Workforce Development- Provides the workforce that keeps local businesses operating and growing

FSCC prepares students for high-demand careers:

- CDL drivers
- Healthcare professionals
- Skilled trades
- Agriculture & technical careers

Long-Term Economic Growth-Stronger economy for future generations

FSCC graduates:

- Earn higher wages
- Stay in the region
- Invest back into the community

Community Stability-A critical piece of rural sustainability

- Attracts and retains population
- Supports housing demand
- Enhances quality of life

Community & Events- Increased visibility and local spending

- Athletic events bring visitors to Fort Scott
- Campus events support community engagement
- Partnerships with schools and employers

4. Bottom Line

When Fort Scott Community College grows, Fort Scott grows. FSCC is not just an institution-it is a driver of economic opportunity, workforce development, and community strength. FSCC is one of the strongest economic engines in Bourbon County.

Thank you for your continued leadership and support of Fort Scott Community College.

Respectfully,
Dr. Jack Welch
President

5.0 Review of April 20th Agenda

The Board reviewed and discussed upcoming action items for the regular board meeting, including the Griffin's contract and cash flow report, and noted the Finance Committee had started meeting. Dr. Welch asked Courtney Metcalf, Registrar, to discuss the upcoming activities and schedule for graduation. The Board discussed each of the proposed Board Goals. The Board received a FRAME grant update from Rory Chaplin, Director of CTE & Workforce Development. Lindsay Hill, Dean of Advancement, discussed the proposed 4.5-day, 40-hour workweek. Gina Shelton, CFO, discussed the 2026-27 Great Western renewal reflecting a 4% increase in rates, and the proposed 2026-27 Tuition & Fees schedule. Mrs. Shelton noted that some of the fees being collected currently do not cover the obligations for which those fees are collected, and in those cases, the College is having to rely on other funding sources.

Trustee Brown exited the meeting at 1:23 p.m.

Dr. Welch and Mrs. Shelton reviewed the professional service agreement with USD 234 for IT services.

Trustee Brown entered the meeting at 1:26 p.m.

No action was taken by the Board.

6.0 Board Pictures

Because Board members had their pictures taken as they arrived at the meeting, the meeting moved forward with no time spent on this item.

7.0 Board Member Training

Dr. Welch led the Board in training specific to executive session. The training included materials and various scenarios.

No action was taken by the Board.

EXECUTIVE SESSIONS

Board of Trustees Training

KBOR Laws, KOMA, and Executive Session
Guidelines
Fort Scott Community College

PURPOSE

- . Understand governance responsibilities
- . Review Kansas Board of Regents expectations
- . Clarify legal requirements under Kansas Open Meetings Act
- . Define proper use of executive sessions

KBOR ROLE

- . State-level coordination and oversight
- . Policy alignment and accountability
- . Data reporting and funding connections
- . Institutional mission alignment

BOARD RESPONSIBILITIES

- . Set direction
- . Approve policy
- . Ensure financial stewardship
- . Evaluate the President
- **Key:** Govern, don't manage

KOMA BASICS

- . Meetings must be open to the public
- . No "walking quorum"
- . Transparency is required
- **Rule:** If a majority is discussing business → it must be public

EXECUTIVE SESSION PURPOSE

- Legal reasons include:
 - . Personnel matters
 - . Legal (attorney-client)
 - . Real estate
 - . Security

ENTERING EXECUTIVE SESSION

- Must state:
 - . Justification
 - . Subject
 - . Time to return
- **No vague motions allowed**

DO'S

- . Stay on topic
- . Maintain confidentiality
- . Return on time
- . Use for discussion only

DO NOTS

- . No voting or decisions
- . No drifting topics
- . No misuse to avoid transparency
- . No sharing outside the session

GOVERNANCE VS MANAGEMENT

- **Board:**
 - . Policy, direction, oversight
- **President:**
 - . Operations, personnel, execution

FINAL THOUGHT

- “Transparency builds trust. Discipline sustains it.”

Board of Trustees Training (10 Minutes)

KBOR Laws, Rules, Regulations & Executive Session Do's and Don'ts

Opening (1 minute)

Board members, thank you for your service and commitment to Fort Scott Community College. Today's focus is simple: understanding the guardrails we operate within—specifically **Kansas Board of Regents (KBOR) expectations**, and the **proper use of executive sessions**.

Good governance isn't complicated—but it does require discipline.

1. KBOR Authority & Expectations (2–3 minutes)

The Kansas Board of Regents provides oversight, coordination, and direction for public higher education in Kansas, including community colleges.

Key Expectations from KBOR:

- **Accountability:** We are responsible for student success, fiscal stewardship, and institutional integrity.
- **Compliance:** We follow state statutes, KBOR policies, and federal regulations.
- **Reporting:** Accurate and timely data reporting (enrollment, credit hours, finance).
- **Mission Alignment:** Decisions must support the college's mission and strategic plan—not individual agendas.

Bottom line:

We govern at the **policy level**, not the operational level.

2. Kansas Open Meetings Act (KOMA) Basics (2 minutes)

The Kansas Open Meetings Act (KOMA) ensures that public business is conducted openly.

What KOMA Means for Us:

- All official meetings must be **open to the public** unless properly closed.
- Discussions, deliberations, and decisions must happen in **public view**.
- **No serial meetings** (no “walking quorum” through texts, emails, or side conversations).

Golden Rule:

If a majority of the board is discussing college business—it **must be public**.

3. Executive Sessions: Purpose & Legal Use (3 minutes)

Executive sessions are allowed—but only under **specific legal exceptions**.

Common Legal Reasons to Enter Executive Session:

- Personnel matters (non-elected personnel)
- Attorney-client privileged communications
- Acquisition of real property
- Security matters

Required Process:

Before entering executive session, you must:

1. Make a **motion in open session**
2. State:
 - **Justification** (legal reason)
 - **Subject to be discussed**
 - **Time and place** you will return

👉 Example:

“I move we go into executive session for personnel matters of non-elected personnel for 15 minutes, to return to this room at 6:15 p.m.”

4. Executive Session Do's and Don'ts (3 minutes)

DO:

- Stay strictly within the stated topic
- Keep discussions confidential
- Return to open session on time
- Use executive session for **discussion only**

DON'T:

- Take action or vote in executive session
- Wander into unrelated topics
- Use it to avoid public scrutiny
- Share executive session discussions outside the meeting

Important:

Final decisions must always be made in **open session**.

5. Governance vs. Management (1 minute)

This is where boards succeed—or fail.

Board Role:

- Set direction
- Approve policy
- Allocate resources
- Evaluate the President

President’s Role:

- Execute operations
- Manage personnel
- Implement board policy

Key Principle:

Stay in your lane. Strong boards govern. Strong presidents manage.

Closing (1 minute)

At the end of the day, this comes down to **trust and transparency**.

- Follow the law
- Respect the process
- Keep the institution first

If we do those three things, we will protect this college, serve our students well, and operate with integrity.

Quick Takeaway

Remember:

- KBOR = Oversight & accountability
- KOMA = Open meetings required
- Executive Session = Limited, legal, no decisions
- Governance ≠ Management

Board Governance Quick Guide

KBOR Expectations

- Accountability
 - Compliance
 - Accurate reporting
 - Mission alignment
-

KOMA (Kansas Open Meetings Act)

- Meetings must be open
 - No serial communications
 - Public business = public discussion
-

Executive Sessions

- ✓ Allowed for limited legal reasons
 - ✓ Must follow proper motion
 - ✓ Discussion only
 - ✗ No decisions
 - ✗ No off-topic discussion
 - ✗ No secrecy beyond legal scope
-

Roles

- Board = Direction & Oversight
 - President = Execution & Management
-

Golden Rules

1. Stay in your lane
 2. Follow the law
 3. Put the institution first
-

Closing

“Good boards don’t just make decisions—they build trust.

Trust comes from transparency.

Transparency comes from discipline.

And discipline comes from understanding the rules and following them every time.”

PowerPoint Deck (Board Training Slides)

Slide 1 – Title

Board of Trustees Training

KBOR Laws, KOMA, and Executive Session Guidelines

Fort Scott Community College

Slide 2 – Purpose

- Understand governance responsibilities
 - Review Kansas Board of Regents expectations
 - Clarify legal requirements under Kansas Open Meetings Act
 - Define proper use of executive sessions
-

Slide 3 – KBOR Role

- State-level coordination and oversight
 - Policy alignment and accountability
 - Data reporting and funding connections
 - Institutional mission alignment
-

Slide 4 – Board Responsibilities

- Set direction
- Approve policy
- Ensure financial stewardship
- Evaluate the President

Key: Govern, don't manage

Slide 5 – KOMA Basics

- Meetings must be open to the public
- No “walking quorum”
- Transparency is required

Rule: If a majority is discussing business → it must be public

Slide 6 – Executive Session Purpose

Legal reasons include:

- Personnel matters
 - Legal (attorney-client)
 - Real estate
 - Security
-

Slide 7 – Entering Executive Session

Must state:

- Justification
- Subject
- Time to return

No vague motions allowed

Slide 8 – Do's

- Stay on topic
 - Maintain confidentiality
 - Return on time
 - Use for discussion only
-

Slide 9 – Don'ts

- No voting or decisions
 - No drifting topics
 - No misuse to avoid transparency
 - No sharing outside the session
-

Slide 10 – Governance vs Management

Board:

- Policy, direction, oversight

President:

- Operations, personnel, execution
-

Slide 11 – Final Thought

“Transparency builds trust. Discipline sustains it.”

Real Scenarios / Case Studies (Best Part for Training)

Scenario 1: The Text Chain

Several board members are texting about a personnel issue before a meeting.

Question: Is this allowed?

Answer: No. This violates KOMA (serial meeting / walking quorum).

Scenario 2: Executive Session Drift

Board enters executive session for personnel, but discussion shifts to budget cuts.

Question: Is this acceptable?

Answer: No. Must stay within stated purpose.

Scenario 3: Decision Behind Closed Doors

Board agrees in executive session to terminate an employee and returns to vote immediately.

Question: Is this legal?

Answer: Discussion is allowed, but **decision must occur in open session** with proper motion.

Scenario 4: Community Pressure

A board member wants to use executive session to avoid public backlash on a controversial issue.

Question: Should this be done?

Answer: No. Executive sessions cannot be used to avoid transparency.

Scenario 5: Board Member Overreach

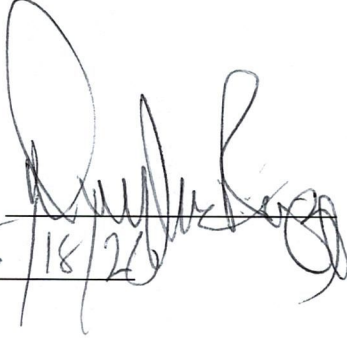
A trustee starts directing staff members individually.

Question: Is this appropriate?

Answer: No. Board members work through the President—not staff.

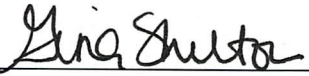
8.0 Adjournment (Action)

Motion by McKinnis to adjourn, seconded by Cosens, at 1:41 p.m.; approved unanimously.

Board Chair: 

Date: 05/18/26

Attest:

Clerk, Board of Trustees: 

Date: 05/18/26

Re: 04/17/2026