

**FORT SCOTT COMMUNITY COLLEGE
BOARD OF TRUSTEES – SPECIAL MEETING MINUTES
AUGUST 14, 2026 – 12:00 p.m.
Ellis Fine Arts Building**

The Board of Trustees of Fort Scott Community College met in special session on August 14, 2026, at 12:00 p.m. in the Ellis Fine Arts Building.

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

ABSENT: Chad McKinnis

ALSO PRESENT: President Dr. Jack Welch, Clerk Lindsay Hill, Dr. Larry Guerrero, Vanessa Poyner, Gina Shelton, Keith Stiffelmire and other faculty, staff, and community members.

1.0 Call to Order

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

2.0 Flag Salute & Invocation
Completed.

3.0 Leadership Reports & Updates

Reports were received from Academic Affairs, Advancement, Athletics, Finance & Operations, Student Services, and the President.

4.0 Review of August 17th – Agenda Items

The Board reviewed agenda items for the August 17th regular meeting.

5.0 Personnel

5.1 Executive Session

Doug Ropp moved that the Board recess into executive session to discuss personnel matters of non-elected personnel pursuant to the exception to protect the privacy interests of individuals under K.S.A. 75-4319(b)(1) and that the open meeting shall resume at 1:25 p.m. in the meeting room. The Board invited President Dr. Jack Welch and Lindsay Hill to join the executive session.

Chad Cosens seconded the motion. Motion approved 5-0.

5.2 Return to Open Session

Destry Brown moved the Board return to open session at 1:25 p.m. Ronda Bailey seconded the motion.
Motion approved 5-0.

5.3 Executive Session

Doug Ropp moved that the Board recess into executive session to discuss personnel matters of non-elected personnel pursuant to the exception to protect the privacy interests of individuals under K.S.A. 75-4319(b)(1) and that the open meeting shall resume at 1:45 p.m. in the meeting room. The Board invited President Dr. Jack Welch to join the executive session.

Chad Cosens seconded the motion. Motion approved 5-0.

5.4 Return to Open Session

Ronda Bailey moved that the Board return to open session at 1:45 p.m. with no action. Destry Brown seconded the motion.
Motion approved 5-0.

6.0 Board Member Training

Dr. Welch led the board through training involving Public Comments to the Board of Trustees.

7.0 Adjournment

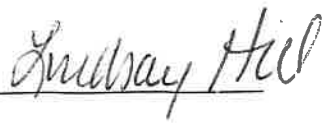
Chad Cosens moved to adjourn the meeting. Destry Brown seconded.
Motion approved 5-0.

The Board adjourned at 1:59 pm.

Board Chair: 

Date: 09/21/2020

Attest:

Clerk, Board of Trustees 

Date: 9/21/20

Fort Scott Community College Reconciled Cash Balances 2025-2026			
Month - All FUNDS	Monthly Cash Activity	Running Cash Balance*	
Cash Balance 06/30/25 - AUDITED			
7/31/2025	\$ 143,446.59	\$ 4,127,120.59	
8/31/2025	\$ 618,149.18	\$ 4,888,716.36	
9/30/2025	\$ 844,645.45	\$ 5,733,361.81	
10/31/2025	\$ (843,953.96)	\$ 4,889,407.85	
11/30/2025	\$ (856,265.49)	\$ 4,033,142.36	
12/31/2025	\$ (630,727.95)	\$ 3,402,414.41	
1/31/2026	\$ 3,155,539.53	\$ 6,557,953.94	
2/28/2026	\$ (770,787.47)	\$ 5,787,166.47	
3/31/2026	\$ 366,129.64	\$ 6,153,296.11	
4/30/2026	\$ (3,737,179.07)	\$ 2,416,117.04	
5/31/2026	\$ (1,088,315.01)	\$ 1,327,802.03	
6/30/2026	\$ 528,540.64	\$ 1,856,342.67	
YTD Totals	\$ (2,270,777.92)	\$ 1,856,342.67	

*Reconciled

*

Bank Balance as of:			
Account	6/30/2026	7/20/2026	
Deposit	\$ 650,817.29	\$ 1,150,358.37	
Direct Loans	\$ 100.00	\$ 100.00	
Operating	\$ 1.00	\$ 1.00	
Payroll	\$ 29,606.28	\$ 166,663.46	
Herring	\$ 19,296.00	\$ 19,296.00	
Savings	\$ 1,387,851.85	\$ 770,152.43	
Total Bank	\$ 2,087,672.42	\$ 2,106,571.26	
Booster	\$ 152,962.65	\$ 166,663.46	
All funds	\$ 2,240,635.07	\$ 2,273,234.72	

Savings			
3% Transfer Savings Account		Total	
July	\$ 409,879.82	\$ 439,879.82	
August	\$ 30,000.00	\$ 509,879.82	
Sept	\$ 70,000.00	\$ 562,974.92	
Oct	\$ 53,095.10	\$ 627,809.86	
Nov	\$ 64,834.94	\$ 643,774.41	
Dec	\$ 15,964.55	\$ 650,977.44	
Jan	\$ 7,203.03	\$ 758,031.67	
Feb	\$ 107,054.23	\$ 766,011.03	
March	\$ 7,979.36	\$ 766,011.03	
April	\$ -	\$ 766,011.03	
May	\$ -	\$ 766,011.03	
June	\$ -	\$ 766,011.03	
YTD Revenues	\$ 11,857,529.29	\$ 11,857,529.29	S/B
3% Savings	\$ 355,725.88	\$ 355,725.88	S/B
YTD Savings	\$ 356,131.21	\$ 356,131.21	
Difference	405.33	Met policy	

Investments - CDs				
Days	Amount	Interest Rate	Renews	YTD Interest Earned
05/20 - 30 days	\$ 1,005,654.54	3.55%	7/22/2026	
04/20 - 60 days	\$ 2,011,473.97	3.55%	7/22/2026	

Renewal & Interest Rate Schedule				
Days	Amount	Interest Rate	Renews	YTD Interest Earned
July	\$ -	\$ -	\$ -	\$ -
August	\$ -	\$ -	\$ -	\$ -
Sept	\$ -	\$ -	\$ -	\$ -
Oct	\$ -	\$ -	\$ -	\$ -
Nov	\$ -	\$ -	\$ -	\$ -
Dec	\$ -	\$ -	\$ -	\$ -
Jan	\$ -	\$ -	\$ -	\$ -
Feb	\$ -	\$ -	\$ -	\$ -
March	\$ -	\$ -	\$ -	\$ -
April	\$ 3,000,000.00	\$ 3,000,000.00	\$ -	\$ -
May	\$ 3,002,852.05	\$ 3,002,852.05	\$ 2,852.06	\$ -
June	\$ 3,017,128.51	\$ 3,017,128.51	\$ 17,128.51	\$ -

Fund #/Description	Ending Cash Balance 06/30/25	Ending Cash Balance 06/30/26
OPERATING FUNDS	\$ 3,450,447.34	\$ 3,103,485.64
FUND 11 - GENERAL	1,322,290.75	2,212,031.49
FUND 12 - VOCATIONAL	965,721.53	299,640.33
FUND 13 - ADULT EDUCATION	-	-
FUND 38 - STUDENT SUCCESS	352,735.18	147.75
FUND 39 - BUSINESS INDUSTRY AND APPRENTICESHIP	332,581.00	-
FUND 61 - CAPITAL OUTLAY	55,525.30	361,079.03
FUND 67- ELLIS	(79,072.06)	(217,212.61)
FUND 71 - STUDENT FEES	500,665.64	447,799.65
AUXILIARIES	\$ 788,270.23	\$ 1,006,892.11
FUND 81 - BOOKSTORE	(11,106.90)	39.46
FUND 82 - STUDENT UNION	175,472.10	175,472.10
FUND 83 - RESIDENCE HALLS	674,842.37	831,380.55
FUND 84 - DINING HALL	(50,937.34)	-
FEDERAL STUDENT AID	\$ (288,378.85)	\$ (5,849.68)
FUND 21 - FSA WS	(47,763.00)	265.00
FUND 22 - FSA SEOG	(32,758.00)	(469.00)
FUND 23 - CARES	-	88.81
FUND 24 - FSA PELL	(155,431.85)	(4,968.54)
FUND 40 - LOANS	(52,426.00)	(765.95)
GRANTS	\$ (375,873.74)	\$ 123,233.18
FUND 25 - HEP	(174,796.38)	(48,204.45)
FUND 26 - CAMP	(199,851.86)	(443.41)
FUND 27 - TRIO	(89,799.88)	(41,278.04)
FUND 31 - GRANTS	102,341.57	(176,371.53)
FUND 32 - GRANTS	(19,926.16)	-
FUND 34 - GRANT	-	386,757.72
FUND 35 - GRANT	5,244.87	2,773.49
FUND 41 - GRANT	914.10	(0.60)
MISC FUNDS - RESTRICTED OR SPECIAL PURPOSE	\$ 552,655.61	\$ 645,709.93
FUND 70 - LAUNDRY	108,099.53	98,930.11
FUND 72 - MISC	50,812.67	54,518.95
FUND 73 - MISC INCOME	1,930.14	21,402.54
FUND 75 - CLUBS & ORGANIZATIONS	27,742.12	73,726.66
FUND 76 - SALES TAX	-	13.71
FUND 77 - HEDGES FAMILY	12,000.00	11,045.30
FUND 78 - COSMO SERVICES	29,975.37	56,554.61
FUND 79 - BOOSTER	171,122.79	150,418.75
FUND 80 - HORSE BARN	105,758.69	65,540.60
FUND 89 - ADVANCE PAYS	(78,285.35)	(28,827.28)
FUND 98 - MISC & GRADUATION	123,499.65	142,385.98
TOTALS	\$ 4,127,120.59	\$ 4,873,471.18

Fort Scott Community College Debt Balances 2025-2026						
COP Identifier	Payment Date	Principal	Interest	Total Payment	Debt Service Remaining	Total Debt Service
Boileau	8/1/2025	\$ 85,000.00	\$ 13,246.25	\$ 98,246.25	\$ 1,195,000.00	\$ 4,771,095.00
EFAC	9/15/2025	135,921.00	40,805.07	176,726.07	1,740,174.00	4,635,174.00
Turf	10/1/2025	-	5,328.75	5,328.75	880,000.00	4,635,174.00
Lodge	11/1/2025	-	2,031.25	2,031.25	110,000.00	4,635,174.00
John Deere	12/1/2025	-	9,865.63	9,865.63	630,000.00	4,635,174.00
Energy	12/15/2025	80,000.00	800.00	80,800.00	-	4,555,174.00
Boileau	2/1/2026	85,000.00	12,502.50	97,502.50	1,110,000.00	4,470,174.00
EFAC	3/15/2026	-	37,848.78	37,848.78	1,740,174.00	4,470,174.00
Turf	4/1/2026	145,000.00	5,328.75	150,328.75	735,000.00	4,325,174.00
Lodge	5/1/2026	25,000.00	2,031.25	27,031.25	-	4,215,174.00
John Deere	6/1/2026	45,000.00	9,865.63	54,865.63	585,000.00	4,170,174.00
YTD Totals		\$ 600,921.00	\$ 139,653.86	\$ 740,574.86		\$ 4,170,174.00

In 2025-26, two debt instruments were paid off. The Energy and the Lodge.

Fort Scott Community College Student AR 2025-2026						
Month	Total	Aging 0-30	Aging 31-60	Aging 61-90	Aging 91-120	121-360
7/31/2025	\$ -					
8/31/2025	\$ 942,808.97	(89,867.00)	(26,661.07)	35,129.17	2,433.27	273,623.33
9/30/2025	\$ 826,636.57	(107,191.85)	(89,667.00)	(25,926.07)	33,768.73	215,103.28
10/31/2025	\$ 1,833,914.67	763,511.90	250.00	-	52.90	255,623.08
11/30/2025	\$ 1,693,647.01	32,555.12	599,148.66	250.00	-	241,692.28
12/31/2025	\$ 1,442,150.19	8,438.31	26,785.70	356,442.50	711.45	217,066.69
1/31/2026	\$ 1,167,231.25	(64,661.00)	(851.75)	19,735.70	174,039.61	93,310.91
2/28/2026	\$ 1,876,666.32	705,423.05	10,746.50	3,186.25	19,497.58	173,396.56
3/31/2026	\$ 1,702,307.51	18,350.26	559,388.82	7,842.75	2,290.23	160,404.10
4/30/2026	\$ 1,505,254.31	15,516.79	17,052.41	379,894.19	9,722.75	145,597.60
5/31/2026	\$ 1,250,385.02	(27,785.50)	15,132.57	12,204.41	198,137.86	124,936.08
6/30/2026	\$ 1,360,084.94	\$ 121,203.05	\$ 737.00	\$ 9,117.57	10,892.41	286,256.91

Collection as a % of CY AR Revenue

Tuition - 2025-26	\$ 1,309,967.00	11/12/17
Fees - 2025-26	1,115,094.83	11/12/17/71
Housing - 2025-26	632,840.74	83
Food Service - 2025-26	512,671.98	84
Revenues	3,570,574.55	
2025-26 O/s AR	141,950.03	
Delinquency %	3.98%	

Fort Scott Community College Rev/Exp 2025-2026													
	July 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	April 2026	May 2026	June 2026	6/30/2026
Fund #/Description	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	Revenue/(Exp)	YTD Revenue (Exp)
OPERATING FUNDS													\$ 689,188.34
FUND 11 - GENERAL	\$ (683,008.03)	\$ (324,427.64)	\$ (193,656.99)	\$ (78,108.45)	\$ (655,535.79)	\$ (457,469.70)	\$ 2,659,706.75	\$ 3,973.42	\$ (664,272.35)	\$ (526,839.10)	\$ (981,634.46)	\$ 2,405,426.94	504,154.60
FUND 12 - VOCATIONAL	(69,285.87)	352,292.88	1,024,972.24	147,124.64	(241,403.86)	(197,183.88)	310,456.10	170,681.40	(142,957.08)	(210,589.81)	(211,168.58)	(867,130.28)	65,807.90
FUND 13 - ADULT EDUCATION	-	(17,000.00)	-	-	-	-	-	-	-	17,000.00	-	-	-
FUND 38 - STUDENT SUCCESS	(128.81)	216,930.01	(8,300.69)	(44,748.92)	(7,133.72)	(6,461.56)	(8,994.52)	(7,657.19)	(8,359.65)	(100,586.16)	(29,712.95)	5,154.16	0.00
FUND 39 - BUSINESS INDUSTRY AND APPRENTICESHIP	-	288,120.00	(3,700.00)	-	-	-	-	-	-	(19,434.78)	-	(264,985.22)	-
FUND 61 - CAPITAL OUTLAY	432,986.00	(31,907.44)	-	(46,000.00)	(10,472.35)	-	-	-	(1,705.79)	8,724.74	(13,889.40)	(35,388.96)	302,346.80
FUND 67- ELLIS	-	(792.00)	(176,726.07)	60,384.00	(1,041.00)	(858.00)	(469.50)	50,131.00	(38,201.90)	377.50	(224.00)	3,206.00	(104,213.97)
FUND 71 - STUDENT FEES	(1,306.00)	(2,071.79)	(1,870.83)	(15,277.06)	(5,114.50)	(6,834.00)	(9,825.60)	(57,910.21)	55,855.70	(14,870.48)	(2,518.00)	(17,164.22)	(78,906.99)
AUXILIARIES													\$ 106,953.59
FUND 81 - BOOKSTORE	(4,403.83)	(32,129.06)	(9,571.49)	11,271.83	(4,262.25)	(6,143.43)	(5,689.69)	(4,154.35)	(7,554.22)	(4,930.45)	(6,530.14)	44,565.72	(29,531.36)
FUND 82 - STUDENT UNION	-	-	-	-	-	-	-	-	-	-	-	-	-
FUND 83 - RESIDENCE HALLS	(1,267.81)	(136,015.07)	(17,844.58)	289,229.53	(18,684.75)	(32,675.60)	(107,365.76)	148,607.42	219,386.09	(54,572.99)	(16,887.58)	(150,728.24)	121,180.66
FUND 84 - DINING HALL	-	(7,847.41)	(48,729.12)	176,057.44	(67,615.50)	(64,582.98)	3,040.23	204,065.81	(107,249.94)	(61,429.00)	(49,826.65)	39,421.41	15,304.29
FEDERAL STUDENT AID													\$ (15,824.00)
FUND 21 - FSA WS	-	-	(338.40)	(1,338.84)	(6,665.49)	(2,956.40)	(2,467.43)	(2,788.90)	(7,497.04)	16,524.81	(10,024.81)	17,547.50	-
FUND 22 - FSA SEOG	-	-	-	-	-	-	-	-	-	-	-	-	-
FUND 24 - FSA PELL	(11,268.00)	-	(5,045.00)	(108,793.00)	113,217.00	7,100.00	(14,264.00)	(578,449.04)	591,569.04	(14,792.00)	16,313.00	(2,432.00)	(6,844.00)
FUND 40 - LOANS	(5,291.00)	-	(1,310.00)	(79,569.00)	77,415.00	3,586.00	(47,908.00)	(238,978.00)	286,229.00	-	774.00	(3,928.00)	(8,980.00)
GRANTS													\$ 527,544.17
FUND 25 - HEP	(2,503.80)	(15,087.04)	17,375.77	(32,466.14)	(30,202.51)	(31,916.27)	(29,015.21)	(45,024.49)	136,158.88	31,135.63	1,475.44	69.74	0.00
FUND 26 - CAMP	(8,169.25)	(27,778.71)	39,703.07	(46,395.26)	(48,215.94)	(22,879.11)	(25,743.79)	(49,962.47)	173,040.69	16,187.06	213.73	(0.02)	0.00
FUND 27 - TRIO	(14,398.35)	(25,098.70)	40,731.41	(15,267.20)	(25,437.30)	(22,124.57)	(14,037.16)	(16,805.48)	76,091.71	36,151.99	(35,858.40)	16,052.05	-
FUND 31 - GRANTS	-	55,856.02	(10,957.77)	(23,584.05)	(78,510.38)	(18,543.00)	(9,521.00)	(1,057.58)	(61,567.25)	(32,423.02)	(2,650.00)	323,744.48	140,786.45
FUND 32 - GRANTS	48,599.34	72,418.08	(318.75)	-	-	-	-	-	-	-	-	(120,698.67)	-
FUND 34 - GRANT	264,300.00	-	-	-	-	-	129,351.00	(6,775.85)	-	(117.43)	-	-	386,757.72
FUND 41 - GRANT	(552.50)	(3,272.50)	(4,970.99)	(439.80)	(360.69)	(1,904.83)	(5,914.49)	(408.28)	66,112.53	(3,284.12)	(15,525.87)	(29,478.46)	-
MISC FUNDS - RESTRICTED OR SPECIAL PURPOSE													\$ 61,387.01
FUND 70 - LAUNDRY	(101.48)	(104.48)	235.00	15,686.00	(1,321.59)	(13,982.11)	247.31	14,069.48	(1,307.50)	90.83	(729.00)	465.00	13,247.46
FUND 72 - MISC	1.10	1,004.77	344.81	728.89	4,397.35	192.53	-	-	1,223.03	748.26	1,093.75	(6,393.85)	3,340.64
FUND 73 - MISC INCOME	-	-	-	-	-	-	-	-	-	-	-	8,600.00	9,932.27
FUND 75 - CLUBS & ORGANIZATIONS	-	(1,000.00)	3,513.27	(5,892.23)	(135.71)	212.94	153.32	3,540.85	(2,880.57)	(11,572.43)	(1,478.40)	61,158.50	45,619.54
FUND 78 - COSMO SERVICES	270.00	856.53	1,765.16	2,810.69	2,453.71	1,975.20	1,019.83	3,162.49	4,785.92	5,064.65	4,537.16	(2,813.10)	25,888.24
FUND 79 - BOOSTER	15.00	3,821.16	13,485.82	58,187.27	(3,461.90)	(4,822.61)	(15,278.35)	(4,040.89)	(8,856.30)	(19,093.27)	(24,163.10)	(16,590.81)	(20,797.98)
FUND 80 - HORSE BARN	-	-	6,000.00	-	-	-	-	-	6,000.00	-	(500.00)	(52,256.31)	(40,756.31)
FUND 89 - ADVANCE PAYS	-	-	-	-	-	-	-	-	-	-	(74.67)	74.67	-
FUND 98 - MISC & GRADUATION	1,917.82	1,897.02	3,546.43	1,756.08	918.75	1,202.84	1,057.35	12,742.74	(2,403.45)	823.86	(9,737.86)	2,591.57	16,313.15
TOTALS	\$ (53,595.47)	\$ 368,664.63	\$ 668,332.30	\$ 265,356.42	\$ (1,007,173.42)	\$ (877,068.54)	\$ 2,808,537.39	\$ (403,038.12)	\$ 561,644.55	\$ (941,705.71)	\$ (1,380,126.79)	\$ 1,359,421.87	\$ 1,369,249.11

Operating Funds - 11, 12, 13, 38, 39, 61, 67, 71
Change in Net Position

\$ 689,188.34
\$ 689,188.34

Unrestricted Operating Funds - 11, 12, 13
Change in Net Position

\$ 569,962.50
\$ 569,962.50

Notes & Explanation:

Change in Net Position → government-wide statements and proprietary funds

This is the closest equivalent to net income/loss under full accrual accounting.

Positive = increase in net position

(Negative) = decrease in net position

Excess (Deficiency) of Revenues Over Expenditures

**Late Allocation of SB155, Property Tax more than Anticipated, Admin Allow*

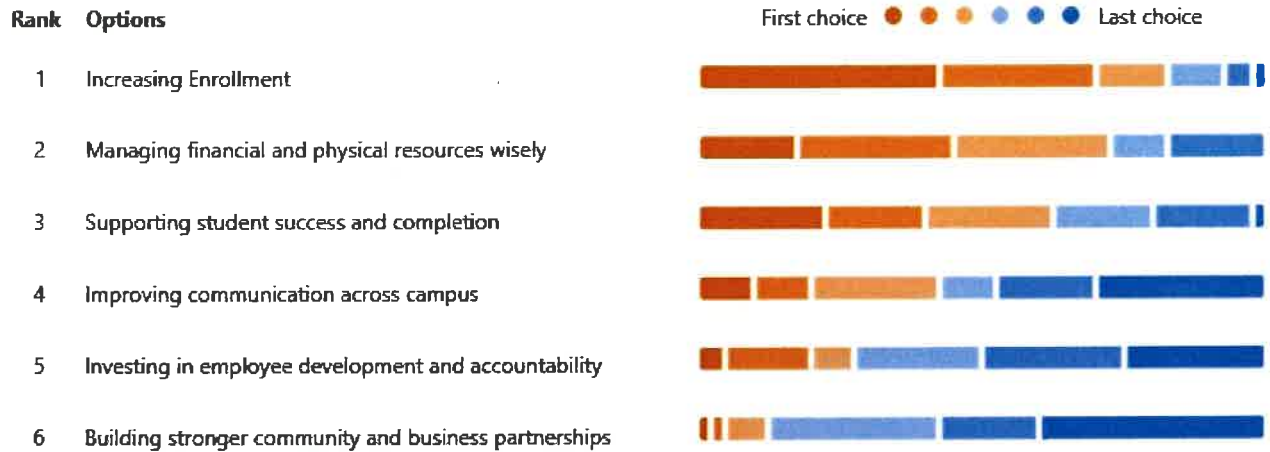
FSCC STRATEGIC PLANNING PRE-KICKOFF SURVEY

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1. LONG-TERM PRIORITIES: WHAT SHOULD FSCC FOCUS ON OVER THE NEXT 3-5 YEARS?

1. Which area do you believe should be the highest priority for FSCC over the next 3-5 years? Please rank the options in the level of importance from 1 (highest priority), to 6 (lowest priority)

40 Responses

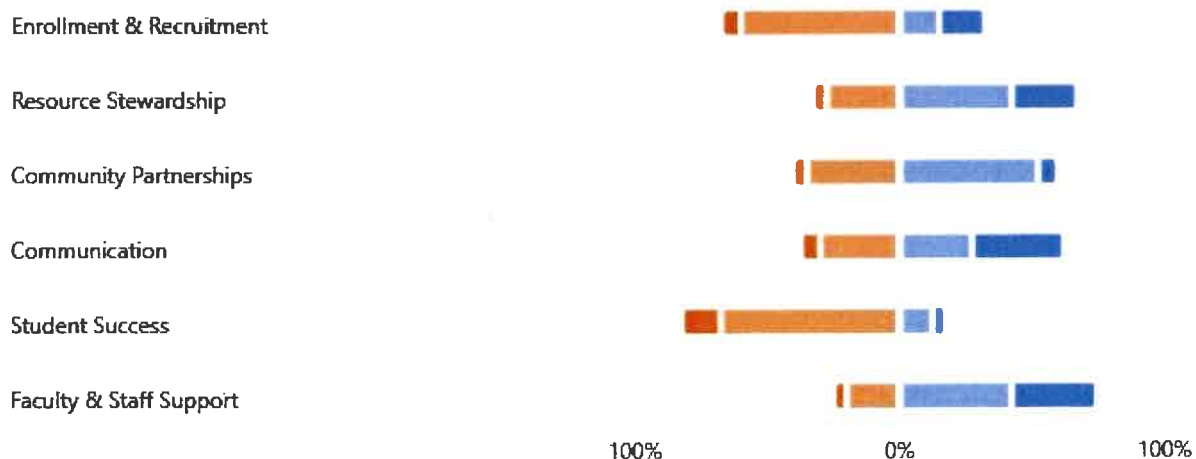


KEY TAKEAWAY: Increasing Enrollment ranked as the highest overall priority, followed by wise management of financial and physical resources and support for student success and completion.

2. CURRENT EFFECTIVENESS: HOW ARE WE DOING TODAY?

2. How would you rate FSCC's current effectiveness in each of the following areas?

Excellent Good Fair Needs Improvement



KEY TAKEAWAY: Employee ratings show the strongest positive perceptions around Student Success and Enrollment & Recruitment, while Communication and Faculty & Staff Support show notable opportunity for improvement.

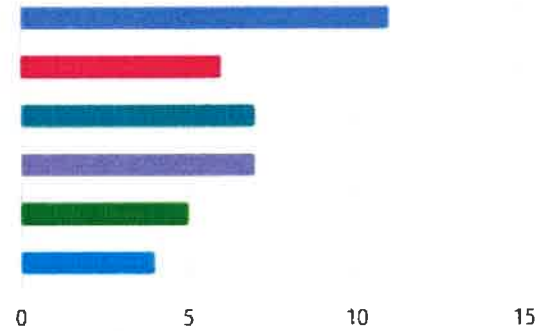
FSCC STRATEGIC PLANNING PRE-KICKOFF SURVEY

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3. GREATEST OPPORTUNITY FOR IMPROVEMENT

3. Which opportunity do you believe has the greatest opportunity for improvement? (select one)

● Enrollment	11
● Resource Stewardship	6
● Partnerships	7
● Communication	7
● Student Success	5
● Faculty & Staff Development	4

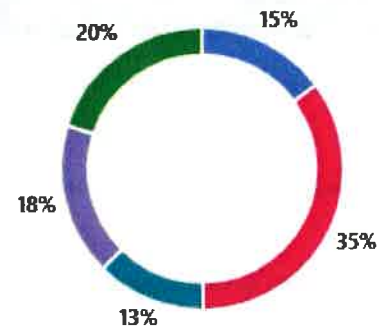


KEY TAKEAWAY: Enrollment was selected most often (11 of 40 responses; 27.5%). Partnerships and Communication tied for second with 7 responses each (17.5%).

4. EMPLOYEE OPTIMISM ABOUT FSCC'S FUTURE

4. How optimistic are you about FSCC's future?

● Very optimistic	6
● Somewhat optimistic	14
● Neutral	5
● Somewhat pessimistic	7
● Very pessimistic	8



KEY TAKEAWAY: Half of respondents are optimistic about FSCC's future (15% very optimistic; 35% somewhat optimistic). Thirty-eight percent are pessimistic (18% somewhat; 20% very), and 13% are neutral.

BOARD DISCUSSION SNAPSHOT

The survey establishes a clear baseline for the strategic planning process: employees place enrollment at the center of FSCC's future priorities, while the optimism results suggest both confidence in the institution and meaningful concern that should be addressed through the planning process.

Weekly board Update: Week ending 8-14-2026

Dear Board Members,

As we begin the 2026–27 academic year, I want to take a moment to reflect on the past year and organize that reflection around six areas that are important to the leadership and continued progress of Fort Scott Community College.

Communication and Transparency

Over the past year, we have worked to strengthen communication across the College and create greater transparency around decisions, challenges, and expectations. One of the most important changes has been establishing a clearer understanding that we are **ONE FSCC**. Students should see one college. Parents should see one institution. Our community should see one team. That requires communication across departments rather than operating in silos.

We have also worked to communicate openly about difficult decisions, including restructuring, realignment, personnel changes, enrollment challenges, and athletic issues. **Transparency does not mean every decision will be popular. It means we have a responsibility to explain why** decisions are being made and how those decisions support the long-term health of the institution.

The situation involving men's soccer reinforces the importance of this principle. Recruiting decisions must be communicated, coordinated, and approved through appropriate institutional processes. No department or program can operate independently of the College's mission, enrollment strategy, eligibility requirements, and established procedures.

Engagement and Responsiveness

One of our priorities has been creating a culture where employees understand that their work matters and where departments work together rather than independently. Enrollment management is a good example. Our No. 1 priority remains enrollment, but enrollment is not simply the responsibility of Admissions. It does not belong only to Athletics, Financial Aid, Marketing, or Student Services. Every employee influences enrollment.

Over the past year, we have expanded outreach to prospective students and the communities we serve, strengthened marketing and public relations, increased athletic participation, expanded academic and career opportunities, and strengthened Continuing Education.

Commitment to Student Success

Our goal cannot simply be to increase enrollment numbers. We must recruit and retain students who have an opportunity to succeed. Most importantly, we stopped the multi-year enrollment double-digit decline and began building enrollment momentum. That accomplishment belongs to the entire College. We have expanded Career and Technical Education, strengthened Continuing Education, added academic opportunities, and continued to grow athletics. Athletics alone has increased by more than 100 student-athletes. Every athlete is a student, and every new program

creates another opportunity to reach students. More programs create more opportunities, and more opportunities create more enrollment. At the same time, growth must be intentional and responsible.

Financial Stabilization Efforts

One of the most important responsibilities of leadership has been addressing the financial sustainability of the College. Over the past year, we have restructured departments, realigned responsibilities, evaluated programs and positions, and looked carefully at how resources are being used. Some positions have been eliminated, some responsibilities have been consolidated or reassigned, and some areas have been restructured. These decisions are not always easy, but they are necessary as FSCC works to become more financially sustainable, efficient, and streamlined.

Personnel turnover during the past year is largely connected to this restructuring and realignment. Whenever an organization undergoes significant change, some employees will choose to leave because they do not agree with the direction or because the new structure is not the right fit for them. Other departures occur because of retirement, career opportunities, relocation, personal decisions, or changing organizational needs.

Our responsibility is to make the decisions necessary to build a stronger and more sustainable Fort Scott Community College.

The Board has also undertaken a comprehensive review of college policies, something that had not occurred on this scale in many years. That work is another important part of strengthening the institution and ensuring that our policies and practices support good governance and responsible management.

Work Environment Improvement

Change can be difficult, but our goal is to create a work environment where people understand expectations, know how their work contributes to the mission, and understand that they are valued. I am proud that the College was able to provide significant faculty salary increases this year. Competitive compensation is important to recruiting and retaining outstanding educators. At the same time, I want to emphasize that every employee matters, faculty, staff, maintenance, Student Services, administration, and everyone who contributes to the operation of this College.

People are our greatest investment. We must choose to:

- Encourage instead of criticize.
- Solve instead of complain.
- Collaborate instead of divide.
- Lead instead of follow.

That is what ONE FSCC means.

Overall

One year ago, there was uncertainty, there were significant challenges, and there were difficult decisions that needed to be made. Addressing those challenges required long hours, teamwork, difficult conversations, and a willingness to change. Today, I believe FSCC is moving in the right direction.

We have stopped the multi-year double digit enrollment decline. We have increased enrollment momentum. We have expanded academic and career opportunities. We have strengthened Continuing Education. We have increased athletic participation. We have invested in faculty. We have strengthened marketing and outreach. We have restructured and realigned the College. We have begun addressing financial sustainability. We have strengthened policies and processes. There is still work to do. We are not finished, and we should not be satisfied simply because we have made progress. ***Leadership provides vision. Management ensures execution. Both are important, but attitude matters every day. AIE***

Our responsibility is to keep moving forward with purpose, discipline, transparency, and accountability. If we continue to do that, imagine where we can be one year from today, more students, more opportunities, greater impact, stronger financial stability, and an even stronger Fort Scott Community College. The future of this College is determined by the people who serve it. I believe in this College. I believe in our students. I believe in our community. I believe in the people who come to work every day to make FSCC better. I believe in our Board of Trustees.

Thank you for your continued support, patience, and leadership. I am proud of the progress we have made, and I am excited about what we can accomplish together.

One Vision.
One Purpose.
One Team.
ONE FSCC. AIE

Warm regards,

Jack Welch

Board Training: Open Forum: 8-14-2026

Do's and Don'ts for Board Meetings

Purpose:

Open Forum provides an opportunity for members of the public to address the Fort Scott Community College Board of Trustees on matters relevant to the College. To participate, a person must **complete and sign the Open Forum form before the Board meeting begins.**

DO

- **Sign up before the meeting begins.** Anyone wishing to speak during Open Forum must complete and sign the designated form prior to the start of the Board meeting.
- **Listen respectfully.** Give speakers your full attention and allow them to finish without interruption.
- **Follow the established time limit.** Apply the same time expectations consistently to all speakers. FSCC allows three (3) minutes.
- **Remain professional and respectful.** Disagreement is acceptable; personal attacks, threats, or disruptive behavior are not.
- **Focus comments on matters related to the College.**
- **Direct questions through the Chair.** The presiding officer is responsible for recognizing speakers and maintaining order.
- **Protect confidentiality.** Do not discuss confidential student, personnel, legal, or other protected information in an open meeting.
- **Remember the Board's role.** The Board governs as a body. Individual Board members should not make commitments or promises on behalf of the College.
- **Refer operational matters appropriately.** Issues requiring administrative action may be referred to the President or appropriate administrator for follow-up.
- **Thank members of the public for participating.** Public input is an important part of an engaged College community.

DON'T

- **Don't allow someone to speak who did not sign up before the meeting began,** unless the Board has an established procedure that specifically allows otherwise.
- **Don't debate or argue with speakers.** Open Forum is for public comment, not a debate between the speaker and the Board.
- **Don't interrupt or engage in personal confrontations.**
- **Don't give one speaker preferential treatment.** Apply the same rules and time limits consistently.
- **Don't discuss individual personnel matters publicly.**
- **Don't disclose confidential student information.**
- **Don't make decisions or commitments simply because an issue is raised during Open Forum.**
- **Don't promise a specific outcome before the matter has been properly reviewed.**

- **Don't use Open Forum to conduct Board business that is not on the agenda.**
- **Don't allow comments to become threatening, abusive, or disruptive.** The Chair is responsible for maintaining an orderly meeting.
- **Don't take criticism personally.** The Board's responsibility is to listen, consider concerns, and govern in the best interest of the College.

Remember

Open Forum is for public comment, not Board debate.

The Board's responsibility is to **listen, maintain appropriate boundaries, protect confidentiality, and govern collectively.**

A successful Open Forum should allow the public to feel **heard and respected** while maintaining a fair, orderly, and appropriate Board meeting.

Sign Up. Listen. Respect. Clarify. Refer. Govern.