

FORT SCOTT COMMUNITY COLLEGE
BOARD OF TRUSTEES – SPECIAL MEETING MINUTES
August 21, 2026 – 12:00 p.m.
Ellis Fine Arts Building

The Board of Trustees of Fort Scott Community College met in special session on August 21, 2026, at 12:00 p.m. in the Ellis Fine Arts Building.

PRESENT: Ronda Bailey, Destry Brown (Teams), Chad Cosens (Teams), Chad McKinnis, Doug Ropp

ABSENT: Marilyn Hoyt

ALSO PRESENT: President Dr. Jack Welch, Clerk Lindsay Hill, Dr. Larry Guerrero, Gina Shelton, and other 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 Personnel

3.1 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 12:17 p.m. in the meeting room. The Board invited President Dr. Jack Welch and Lindsay Hill to join the executive session.

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

3.2 Return to Open Session

Ronda Bailey moved that the Board return to open session at 12:17 p.m. with action. Chad McKinnis seconded the motion.

Motion approved 5-0.

3.3 Consideration of Chief Information Officer Position

Doug Ropp moved to approve the employment matters as presented. Chad McKinnis seconded the motion. Clerk called for vote:

Bailey - YES

Brown - YES

Cosens - YES

McKinnis - YES

Ropp - YES

Motion approved 5-0.

Chad Cosens left meeting at 12:19pm.

3.4 Consideration of Dean of Enrollment & Student Services

Doug Ropp moved to approve the employment matters as presented. Chad McKinnis seconded the motion. Clerk called for vote:

Bailey - YES

Brown - YES

McKinnis - YES

Ropp - YES

Motion approved 4-0.

4.0 Adjournment

Doug Ropp moved to adjourn the meeting. Ronda Bailey seconded. Clerk called for vote:

Bailey - YES

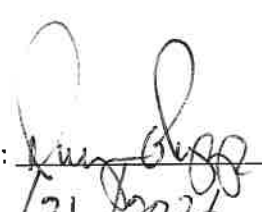
Brown - YES

McKinnis - YES

Ropp - YES

Motion approved 4-0.

The Board adjourned at 12:21pm.

Board Chair: 

Date: 09/21/2026

Attest:

Clerk, Board of Trustees

Date: 9/21/26

Lindsey Hill

CHIEF INFORMATION OFFICER

Department: Advancement

Reports To: Dean of Advancement

Classification: Full-Time, Exempt

FLSA Status: Exempt

POSITION SUMMARY

The Chief Information Officer (CIO) provides strategic and operational leadership for all information technology services at Fort Scott Community College. The CIO is responsible for the planning, implementation, security, reliability, and continuous improvement of the College's technology infrastructure, systems, applications, and support services.

The CIO serves as the College's senior technology leader and is responsible for both the strategic responsibilities traditionally associated with a Chief Information Officer and the operational responsibilities of an Information Technology Director. The position provides hands-on leadership of the College's IT operations while developing a long-term technology strategy that supports student success, institutional effectiveness, operational efficiency, cybersecurity, and the strategic goals of the College.

The CIO is responsible for protecting the confidentiality, integrity, and availability of College information and technology resources and provides leadership for cybersecurity, information security, risk management, incident response, disaster recovery, and business continuity.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Technology Leadership & Strategic Planning

- Provide leadership and direction for all College information technology operations, services, systems, and personnel.
- Develop and maintain a comprehensive, multi-year technology strategic plan and technology replacement schedule aligned with the College's strategic and capital improvement plans.

- Serve as the College's principal advisor regarding technology infrastructure, cybersecurity, systems, technology investments, emerging technologies, and technology-related risk.
- Evaluate emerging technologies and recommend solutions that improve institutional efficiency, student services, teaching and learning, security, and business operations.
- Establish technology standards, procedures, and best practices across the institution.
- Develop measurable goals and performance standards for IT operations and services.
- Work collaboratively with College leadership, faculty, and staff to identify technology needs and establish institutional priorities.

Cybersecurity & Information Security

- Provide leadership and oversight for the College's cybersecurity and information security program.
- Develop, implement, maintain, and regularly review information security policies, standards, procedures, and security controls.
- Protect College networks, systems, devices, applications, accounts, and data from internal and external cybersecurity threats.
- Conduct and coordinate cybersecurity risk assessments, vulnerability assessments, penetration testing, and remediation activities as appropriate.
- Establish and maintain processes for vulnerability management, patch management, endpoint protection, threat detection, monitoring, and security logging.
- Develop and maintain an institution-wide cybersecurity incident response plan.
- Lead or coordinate the College's response to cybersecurity incidents, including investigation, containment, recovery, documentation, and required notifications.
- Develop and maintain disaster recovery and business continuity plans for critical technology systems and infrastructure.
- Oversee identity and access management, including account provisioning, authentication, privileged access, and multi-factor authentication.
- Develop and coordinate cybersecurity awareness and training programs for employees and other College users.
- Work with College leadership and appropriate external partners regarding cyber insurance requirements, security assessments, audits, incidents, and risk mitigation.

Compliance, Privacy & Risk Management

- Ensure technology operations and information security practices support compliance with applicable federal and state laws, regulations, contractual requirements, and College policies.
- Provide technology and security leadership related to requirements including FERPA, GLBA, and other applicable privacy and information security standards.
- Assist with technology-related compliance reviews, audits, risk assessments, and corrective action plans.
- Review third-party technology providers for cybersecurity, privacy, data protection, and technology risks.
- Ensure appropriate security requirements are incorporated into technology contracts and vendor relationships.
- Maintain appropriate documentation of technology assets, systems, security controls, risks, incidents, policies, and procedures.

Network, Infrastructure & Systems Administration

- Direct the operation, maintenance, security, and improvement of the College's network and technology infrastructure.
- Oversee servers, network equipment, wireless infrastructure, firewalls, internet connectivity, telecommunications, storage, backups, cloud environments, and related systems.
- Ensure appropriate monitoring, maintenance, patching, upgrades, backups, redundancy, and lifecycle replacement of technology infrastructure.
- Maintain reliable and secure technology services across College campuses, instructional locations, and facilities.
- Establish and monitor system availability, performance, capacity, and security.
- Coordinate troubleshooting and resolution of significant network, system, hardware, software, and connectivity issues.
- Maintain accurate inventories and documentation of technology infrastructure and assets.

Enterprise Systems & Applications

- Provide leadership and oversight for the College's Student Information System (SIS), Enterprise Resource Planning (ERP) systems, Learning Management System (LMS), and other major institutional applications.

- Ensure enterprise systems are properly maintained, secured, integrated, updated, and supported.
- Coordinate system implementations, upgrades, migrations, integrations, and major technology projects.
- Work with functional departments to improve processes and maximize the effective use of College technology systems.
- Oversee integrations and secure data exchange between College systems and third-party applications.
- Support institutional reporting, data availability, and appropriate data governance practices.

IT Operations & User Support

- Direct day-to-day IT operations and ensure timely, professional technology support for faculty, staff, and students.
- Establish expectations and procedures for help desk operations, ticket management, escalation, resolution, and customer service.
- Oversee installation, configuration, maintenance, troubleshooting, and replacement of computers, peripherals, classroom technology, printers, and other technology equipment.
- Ensure technology is available and operational for classrooms, offices, events, and other College activities.
- Develop procedures and documentation that promote consistent and efficient IT operations.
- Identify recurring technology problems and implement long-term solutions.

Budget, Purchasing & Vendor Management

- Develop and administer the Information Technology budget in collaboration with the Dean of Advancement and College administration.
- Review technology expenditures and identify opportunities to reduce costs, eliminate unnecessary or duplicative services, and improve operational efficiency.
- Evaluate technology contracts, licensing agreements, subscriptions, maintenance agreements, and vendor relationships.
- Negotiate or assist with technology purchases and contracts to ensure the College receives appropriate pricing, service, security, and value.
- Develop long-term plans for replacement of hardware, infrastructure, software, and other technology assets.

- Coordinate technology procurement to ensure compatibility, security, standardization, and responsible use of College resources.
- Monitor vendor performance and hold technology providers accountable for contractual and service requirements.

IT Personnel & Department Leadership

- Provide direct supervision, leadership, evaluation, and professional development for Information Technology personnel.
- Establish clear responsibilities, expectations, and accountability within the IT department.
- Assign and prioritize IT projects and daily operational responsibilities.
- Develop cross-training and documentation to reduce institutional dependence on individual employees and ensure continuity of operations.
- Promote a service-oriented, responsive, accountable, and security-conscious culture within the IT department.
- Ensure appropriate separation of duties and administrative access within technology operations.

Technology Projects & Institutional Initiatives

- Lead or participate in major College technology implementations and infrastructure projects.
- Develop project plans, timelines, budgets, responsibilities, and performance measures for major technology initiatives.
- Coordinate technology components of new construction, renovations, expansions, and other capital projects.
- Collaborate with academic and administrative departments on technology solutions supporting College initiatives.
- Provide technology leadership for digital transformation and process-improvement initiatives.
- Evaluate opportunities for automation and integration to improve efficiency and reduce manual processes.

Policies, Documentation & Governance

- Develop and maintain College technology policies, procedures, standards, and guidelines.

- Maintain appropriate documentation of network architecture, systems, administrative credentials, configurations, contracts, licenses, vendors, and operational procedures.
- Establish appropriate change-management procedures for critical College technology.
- Recommend technology-related policies to College administration.
- Ensure IT operations follow approved institutional policies and established industry best practices.

Additional Responsibilities

- Maintain current knowledge of cybersecurity threats, emerging technologies, higher education technology trends, and industry best practices.
- Represent the College with technology vendors, consultants, governmental agencies, educational partners, and other external organizations as appropriate.
- Participate in institutional committees and planning activities as assigned.
- Maintain confidentiality of sensitive student, employee, financial, security, and institutional information.
- Perform other duties as assigned by the Dean of Advancement or College administration.

MINIMUM QUALIFICATIONS

- Bachelor's degree in information technology, computer science, cybersecurity, information systems, business administration OR have four years minimum experience in running an IT department.
- Progressive professional experience in information technology, including experience with network infrastructure, systems administration, cybersecurity, enterprise applications, and IT operations.
- Demonstrated experience supervising technology personnel and managing technology projects.
- Demonstrated knowledge of cybersecurity principles, risk management, network security, identity and access management, incident response, backup and disaster recovery, and information security best practices.
- Experience managing technology budgets, vendors, contracts, software licensing, and technology procurement.
- Strong written, verbal, organizational, analytical, and problem-solving skills.

PREFERRED QUALIFICATIONS

- Experience providing technology leadership within higher education, K-12 education, government, or another complex public-sector organization.
- Experience with student information systems, ERP systems, learning management systems, and higher education technology environments.
- Experience developing or managing an organizational cybersecurity or information security program.
- Knowledge of FERPA, GLBA, and other information security and privacy requirements applicable to higher education.
- Relevant professional certifications in information technology, cybersecurity, networking, project management, or IT governance.
- Experience with cloud services, Microsoft environments, virtualization, enterprise networking, security platforms, and modern identity and access management.
- Experience with technology strategic planning, disaster recovery, business continuity, and organizational risk management.

KNOWLEDGE, SKILLS & ABILITIES

The successful candidate must demonstrate the ability to balance strategic technology leadership with hands-on operational management. The CIO must be able to communicate complex technology and cybersecurity issues in understandable terms to College leadership, employees, and other stakeholders.

The position requires strong leadership, sound judgment, discretion, problem-solving ability, fiscal responsibility, customer service, and the ability to manage multiple priorities in a fast-paced environment. The CIO must demonstrate a commitment to protecting institutional information and technology resources while using technology to improve student success and College operations.

Fort Scott Community College

Dean of Enrollment and Student Services

Department

Enrollment and Student Services

Reports To

President

Position Summary

The Dean of Enrollment and Student Services provides leadership, coordination, supervision, and accountability for the College's enrollment and student service functions. The Dean is responsible for ensuring that admissions, enrollment coordination, advising, financial aid, registrar functions, TRIO, the Student Success Center, and related student support services operate as a coordinated student-centered system.

The Dean will work closely with the College's Enrollment Management leadership, Vice President of Academic Affairs-Enrollment Management, to implement the President's enrollment priorities, strategies, standards, and expectations. While Enrollment Management provides overall institutional direction and accountability for enrollment, the Dean is responsible for the **day-to-day operation, coordination, supervision, and effectiveness of the departments and personnel within Enrollment and Student Services.**

The position is responsible for developing a seamless student pathway from initial recruitment and application through enrollment, advising, registration, persistence, and student success.

Essential Responsibilities

Enrollment and Student Services Leadership

- Provide leadership and operational oversight for Enrollment and Student Services.
- Coordinate Admissions, Enrollment Coordination, Advising, Financial Aid, Registrar functions, TRIO, Student Success Center, and related student support services.
- Establish clear expectations, processes, timelines, and accountability measures for the areas under the Dean's supervision.
- Ensure departments communicate and work collaboratively rather than operating as separate offices.
- Develop and maintain a student-centered enrollment process that removes unnecessary barriers and improves the student experience.
- Monitor enrollment-related activities and ensure that operational efforts support the College's enrollment goals and priorities.

- Work directly with Enrollment Management leadership to implement institutional enrollment strategies established by the President.
- Identify challenges in the student enrollment process and recommend solutions to improve efficiency, communication, and student success.
- Assist in developing and implementing annual enrollment and student services plans.

Admissions and Enrollment Coordination

- Provide direct administrative leadership for Admissions and Enrollment Coordination.
- Oversee the implementation of admissions and enrollment processes from inquiry through enrollment.
- Ensure prospective and admitted students receive timely, accurate, and consistent communication.
- Coordinate recruitment, admissions, application processing, campus visits, orientation, enrollment events, and related activities.
- Work with Athletics, academic departments, Marketing and Public Relations, Financial Aid, and other areas to coordinate recruitment and enrollment efforts.
- Ensure appropriate follow-up with prospective, admitted, and enrolled students.
- Monitor enrollment reports and operational data to identify opportunities for improvement.
- Ensure that admissions and enrollment staff are appropriately assigned to service areas, schools, events, and recruitment activities.
- Help establish and maintain effective relationships with high schools, community organizations, prospective students, families, and other recruitment partners.
- Ensure enrollment processes are consistent with college policies, Board policies, state and federal regulations, and applicable accreditation requirements.

Advising and Student Success

- Provide leadership and oversight for academic advising and related student success functions.
- Ensure students receive timely, accurate, proactive, and student-centered advising.
- Develop advising processes that support student persistence, completion, transfer, and career goals.
- Coordinate advising efforts with faculty, academic deans, Student Services, Athletics, and other College departments.
- Monitor advising caseloads and ensure students are appropriately assigned to advisors.
- Establish expectations for proactive outreach to students who may be at risk of stopping out or not completing their educational goals.
- Support retention initiatives and identify barriers affecting student persistence.
- Ensure effective use of student information and other available data to support advising and student success.
- Coordinate orientation, registration, academic planning, early-alert processes, and other activities that support student success.

Supervision and Personnel Management

- Directly supervise, assign work to, and evaluate personnel within Enrollment and Student Services as designated by the President.
- Provide direct supervision and annual performance evaluations for **Admissions & Advising Representatives**.
- Supervise and evaluate other advising personnel and staff assigned to the Enrollment and Student Services area.
- Establish clear performance expectations and measurable goals for supervised employees.
- Provide regular coaching, feedback, professional development, and performance support.
- Address performance concerns in a timely and appropriate manner.
- Ensure staff understand their roles, responsibilities, performance expectations, and accountability.
- Coordinate staffing assignments to maximize available personnel and resources.
- Recommend hiring, reassignment, promotion, professional development, and disciplinary action when appropriate.
- Foster a culture of teamwork, responsiveness, communication, accountability, and service.
- Ensure that staff work as **ONE FSCC** in support of students and College goals.

Financial Aid and Registrar Coordination

- Work collaboratively with Financial Aid and Registrar personnel to ensure students experience a coordinated enrollment process.
- Identify and resolve process barriers between admissions, financial aid, registration, advising, and other student service areas.
- Ensure students receive clear and timely information regarding enrollment requirements, financial aid, registration, and academic planning.
- Promote communication and cooperation among student service offices.
- Monitor processes that may delay a student's ability to enroll, register, or begin classes.

TRIO and Student Success Center

- Provide administrative coordination and support for TRIO and the Student Success Center as assigned.
- Ensure these programs and services are integrated into the College's broader student success and retention efforts.
- Encourage collaboration between TRIO, advising, admissions, academic departments, and other student support services.
- Support compliance with applicable program requirements and College policies.

Data, Assessment, and Accountability

- Regularly review enrollment, admissions, advising, registration, retention, and student success data.
- Develop and monitor performance measures for Enrollment and Student Services.

- Prepare reports, including but not limited to funnel, and recommendations for the President, Cabinet, Executive Team, Board of Trustees, and other appropriate groups.
- Use data to identify trends, challenges, and opportunities for improvement.
- Evaluate the effectiveness of recruitment, admissions, advising, and student support processes.
- Establish measurable goals for supervised areas and monitor progress toward those goals.

Collaboration and Campus Leadership

- Work closely with the President and Enrollment Management leadership to carry out the College's enrollment priorities.
- Collaborate with Academic Affairs, Athletics, Financial Aid, Registrar, Marketing and Public Relations, Student Affairs, Business Services, and other College departments.
- Participate in College committees, meetings, planning activities, and special projects as assigned.
- Build strong relationships with faculty, staff, students, families, and community partners.
- Represent the College professionally at recruitment events, community events, meetings, and other activities.
- Promote a positive and welcoming student experience from the first point of contact through graduation or transfer.

Relationship to Enrollment Management

The Dean of Enrollment and Student Services will operate within the College's overall Enrollment Management structure.

Enrollment Management provides institutional-level oversight, direction, strategy, accountability, and coordination for the College's enrollment efforts and ensures enrollment operations are aligned with the President's standards and expectations.

The **Dean of Enrollment and Student Services** is responsible for the operational leadership of the enrollment and student service functions, including direct supervision and evaluation of assigned personnel.

The Dean will work closely with Enrollment Management leadership and will receive direction and guidance as necessary while maintaining responsibility for the day-to-day operation of the areas assigned to the position.

Relationship to Dean of Students

The Dean of Enrollment and Student Services is distinct from the **Dean of Students** position.

The Dean of Students is responsible for areas including student life, student engagement, student conduct, student experience, campus security, Title IX, and related student-life functions.

The Dean of Enrollment and Student Services is responsible for the operational areas associated with the student enrollment pathway, including admissions, enrollment coordination, advising, financial aid, registrar functions, TRIO, Student Success Center, and related student support services.

The two positions are expected to collaborate closely to provide a coordinated and positive student experience.

Minimum Qualifications

- Bachelor's degree from an accredited institution required; master's degree preferred.
- Demonstrated experience in higher education enrollment, admissions, advising, student services, student success, or a closely related field.
- Demonstrated supervisory or leadership experience.
- Strong understanding of student enrollment processes and the student lifecycle.
- Demonstrated ability to work collaboratively across departments.
- Strong written, verbal, organizational, and interpersonal communication skills.
- Ability to analyze data and use information to support decision-making.
- Ability to manage multiple priorities and meet deadlines.
- Demonstrated commitment to student success and service.

Preferred Qualifications

- Master's degree in higher education, student affairs, counseling, education, business, or related field.
- Experience in community college enrollment management.
- Experience supervising admissions, advising, or student services personnel.
- Experience with enrollment management systems and student information systems.
- Experience developing enrollment, retention, advising, or student success initiatives.
- Knowledge of applicable federal and state regulations affecting admissions, financial aid, advising, registration, and student services.

Knowledge, Skills, and Abilities

The successful candidate should demonstrate:

- Strong leadership and organizational skills.
- Ability to develop and implement effective enrollment and student service processes.
- Ability to supervise, coach, evaluate, and develop employees.
- Ability to establish accountability while maintaining a positive work environment.
- Strong problem-solving and decision-making skills.
- Ability to interpret data and identify enrollment and student success trends.
- Excellent communication and interpersonal skills.
- Ability to build effective relationships across campus and within the community.
- Commitment to teamwork and the mission of Fort Scott Community College.

- Commitment to creating a welcoming environment in which students feel that they belong.
- Ability to maintain confidentiality and exercise sound professional judgment.

Performance Expectations

The Dean of Enrollment and Student Services will be evaluated on the effective operation and coordination of Enrollment and Student Services, including:

- Effective implementation of college enrollment strategies.
- Enrollment process efficiency and student responsiveness.
- Quality and effectiveness of admissions and advising operations.
- Supervision, development, and evaluation of assigned personnel.
- Improved communication and coordination among student service areas.
- Student persistence and success initiatives.
- Timely and accurate reporting.
- Compliance with College policies and applicable regulations.
- Effective use of existing personnel and financial resources.
- Contribution to a culture of teamwork, accountability, service, and **ONE FSCC**.

Working Relationships

The position requires frequent interaction with:

- President, Executive Team, and Cabinet
- Enrollment Management leadership
- Academic Affairs
- Admissions and Enrollment Coordination
- Advising
- Financial Aid
- Registrar
- TRIO
- Student Success Center
- Athletics
- Marketing and Public Relations
- Faculty and academic departments
- Student Affairs
- Students and families
- High schools and community partners
- State and federal agencies as appropriate

Other Duties

Perform other duties and responsibilities as assigned by the President or designee.

Fort Scott Community College is an equal opportunity employer and educator.