

Minutes of Special Board Meeting/Visioning Session – Presidential Search Meeting #2

The Board of Trustees Kilgore College



A Special Board Meeting of the Board of Trustees of Kilgore College was held on October 20, 2025, at 8:30 AM on the 2nd floor of the Stewart McLaurin Administration Building, 895 Ross Ave., Kilgore, TX 75662 with the following members present:

Josh Edmonson, President
Janice Bagley, Vice President
Gina DeHoyos, Secretary (left at 12:32 PM)
Kelvin Darden
Lon Ford
Jeanne Johnson
Travis Martin
Jason Steele
Erin Yohn

1. CALL TO ORDER

Presenter: Mr. Josh Edmonson, President

A. Invocation

Presenter: Ms. Janice Bagley

B. Pledge of Allegiance

Presenter: Mr. Josh Edmonson

2. PUBLIC COMMENT

There were no public comments.

3. PRESENTATION

A. Guiding a Visioning Session to Solicit Board Input and Establish a Joint Vision for the Presidential Profile and Future College Initiatives. – *Appendix A*

Presenter: Ms. Laura Jackson, CWJ Strategies

Ms. Laura Jackson led the trustees to brainstorm:

- *Current opportunities and challenges facing Kilgore College*
- *Leadership traits and experience the next president will need to be successful*
- *Key aspects of Kilgore College's culture with which the new president must align*
- *Trustees were invited to prioritize the most important attributes in each category.*

4. EXECUTIVE SESSION – Moved to Executive Session at 10:50 am

Adjournment to Executive Session pursuant to Texas Government Code Section 551.074 of the Open Meetings Act for the following purpose:

PERSONNEL: (Government Code 551.074) Consideration of personnel matters including to deliberate the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee, including, but not limited to:

- *Appointment of an Interim President*
- *Discussion of employment of Dr. Brenda Kays*

CONSULTATION WITH ATTORNEY (Government Code 551.071) regarding:

(1) when the governmental body seeks the advice of its attorney about:

- (A) pending or contemplated litigation; or*
- (B) a settlement offer; or*

(2) on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with this chapter.

5. RECONVENE IN OPEN MEETING at 12:31 pm

6. ACTION ITEM: To consider ending the 2025-2028 Presidential Employment Contract and concurrently entering into an employment contract with Dr. Brenda Kays as President Emeritus effective November 1, 2025.

Presenter: Mr. Josh Edmonson

Ms. Janice Bagley moved to end the 2025-2028 Presidential Employment Contract in light of her upcoming retirement and concurrently enter into an employment contract with Dr. Brenda Kays as President Emeritus effective November 1, 2025. Please note the update made to contract regarding a change from 50% to 75% of unused pay. Mr. Kelvin Darden seconded the motion. The motion was passed with 8 trustees voting "yes". Ms. Gina DeHoyos was absent for the vote.

7. ACTION ITEM: To consider approving the appointment of an Interim President of Kilgore College beginning November 1, 2025, and through the time a new President is hired, and granting the authority to the Board President and Board's Attorney to draft and negotiate a contract with the new Interim President.

Presenter: Mr. Josh Edmonson

Mr. Travis Martin moved to approve the appointment of Dr. Staci Martin as Interim President of Kilgore College beginning November 1, 2025, and through the time a new President is hired, and granting the authority to the Board President and Board's Attorney to draft and negotiate a contract with the new Interim President. Mr. Kelvin Darden seconded the motion. The motion was passed with 8 trustees voting "yes". Ms. Gina DeHoyos was absent for the vote.

8. ACTION ITEM: Consider approval of contract with Association of Community College Trustees to assist with Presidential search.

Presenter: Mr. Josh Edmonson

Mr. Jason Steele moved to approve the contract with Association of Community College Trustees to assist with Presidential search. Ms. Janice Bagley seconded the motion. The motion was passed with 8 trustees voting "yes". Ms. Gina DeHoyos was absent for the vote.

9. ACTION ITEM: Discuss and consider approval of items related to the Presidential Search process at Kilgore College:

- Presidential Search Process – *Appendix B*
- Board of Trustees' Charge to the Search Committee – *Appendix C*
- Draft Timeline for the Presidential Search – *Appendix D*
- Draft Membership List for the Search Committee – *Appendix E*

Presenter: Mr. Josh Edmonson

Ms. Erin Yohn moved to approve the following items related to the Presidential Search process at Kilgore College:

- Presidential Search Process
- Board of Trustees' Charge to the Search Committee
- Draft Timeline for the Presidential Search
- Draft Membership List for the Search Committee

Mr. Jason Steele seconded the motion. The motion was passed with 8 trustees voting "yes". Ms. Gina DeHoyos was absent for the vote.

10. ADJOURNMENT

The meeting was adjourned by Mr. Josh Edmonson at 12:40.

Respectfully submitted,



President, Kilgore College Board of Trustees



Karen Scibona
Karen Scibona, Recording Secretary
Kilgore College Board of Trustees



Secretary, Kilgore College Board of Trustees

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- Appendix E Draft Membership List for the Search Committee

Kilgore College Presidential Search Visioning Session

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Purpose: To guide the Kilgore College Board of Trustees in building consensus on the College's current opportunities and challenges and translate that understanding into a prioritized list of desired presidential qualities and experience best aligned with the culture of the College.

Results: The Board reached strong consensus around Kilgore College's most significant opportunities: expanding the students it serves, strengthening university and ISD partnerships, and enhancing workforce support. Consensus was also reached regarding key challenges: funding, culture, retention, safety, and service-area realities.

Trustees agreed the next President should be a financially-minded, partnership-oriented leader who embraces change and brings proven experience in finance, operations, and coalition building, while fitting the College's hardworking culture and deep appreciation for its traditions, specifically in athletics and the arts.

Notes from Session:

- I. Discussion of the Kilgore College Landscape
 - A. Mission: Kilgore College provides a learner-centered environment that focuses on student access, success, completion, and post-completion success, via collaborative partnerships.
 - B. Strategic Plan Goals
 1. Provide Agile, Mobile, and User-Friendly Technology
 2. Develop and Sustain High Quality, High-Demand Academic and Workforce Programming
 3. Support Employer Workforce Needs in Upper East Texas
 4. Empower Employees to Grow and Thrive Through Training and Development for a Collaborative Culture
 5. Enhance and Grow the Perception of the College's Value
 - C. Current trends and drivers
 1. Trends
 - a) Funding model transition
 - (1) Completion vs. enrollment

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- (a) In the past, funding was based on number of contact hours, now it's on credentials

- (2) Workforce

- (a) More funding for High Demand Fields & responding to industry/workforce needs

- (3) Dual credit growth

- (a) Most recent numbers are 60-65% of all students are Dual Credit

2. Drivers

- a) Workforce and community partnerships

- (1) Developing workforce alliances

- (2) Philanthropic support

- b) Accreditation timeline (2029 reaffirmation)

- (1) Degrees/certifications no good if they aren't accredited

- c) Service area realities

- (1) Feasibility of current structure

- (2) Opportunity for changes

II. Results of Small-Group Discussion of Opportunities and Challenges: *The trustees divided into two groups to brainstorm the College's current opportunities and challenges. Approximately 25 Kilgore College staff members were in attendance, and the Board actively sought their input during the discussion.*

A. Opportunities ([photos of results](#))

1. Group 1

- a) Partnerships

- b) Increase relationships with UT Tyler and SFA

- c) Reaching unserviced high schools

- d) Continue dual credit with high schools in the service area

- e) Expand CDL program and Police & Fire Academy to more ISDs

2. Group 2 ([photos of results](#))

- a) Further expansion of service area (the term "global concept" was highlighted, which was an idea from one of the staff members in attendance)

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- b) Expand partnerships with other universities (i.e. new UT Tyler School of Medicine)
- c) Support new programs and workforce support
- d) Expand footprint through positive student experiences
- e) Expansion of program offerings
- f) Strengthen ISD relationships in new areas
- g) Opportunity to learn students personal needs to tailor offerings
- h) Create partnerships with KC to further vision/mission

3. Consensus on Primary Opportunities

- a) Service Area Expansion - thinking globally and multi-state
- b) University Partnerships
- c) Workforce Support
- d) Expanding ISD Partnerships

B. Challenges

1. Group 1 ([photos of results](#))
 - a) Increase Service Area
 - b) Funding
 - c) Auxiliary Revenues
 - d) Partnerships
 - e) Culture on Campus
 - f) Housing & Security
 - g) Employee Retention
 - h) Student Center
 - i) Increase Traditional Student Population

2. Group 2 ([photos of results](#))
 - a) Budget Challenges - Funding Streams
 - b) Financial Barriers of Students
 - c) Providing Campus Experience in Online World
 - d) Support for Staff & Students
 - e) Keep Communication Open Between Departments/Leadership
 - f) Open/Clear/Simplified Communication Lines with Students
 - g) Accepting Change/Change Management
 - h) Training & Professional Development
 - i) Retention

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- j) Investment in Faculty & Staff
- 3. Consensus on Primary Challenges
 - a) Budget/Funding
 - b) Campus Culture
 - c) Employee Retention
 - d) Safety & Security
 - e) Service Area Realties

III. Results of Full Group Discussion: *After identifying the primary opportunities and challenges facing the College, the group engaged in a discussion of the leadership traits and experience the next president will need to be successful, as well as the key aspects of Kilgore College's culture with which the new leader must align. The discussion included the Board and staff members in attendance.*

A. Leadership Traits ([photos of results](#))

- 1. Service-Minded
- 2. Active Listener
- 3. Partnership-Builder
- 4. Think outside the box
- 5. Charismatic
- 6. Sense of Humor
- 7. Approachable
- 8. Organized
- 9. Generational Awareness
- 10. Good Communicator
- 11. Supportive
- 12. Accountable
- 13. Embrace Change
- 14. Adaptable
- 15. Fun
- 16. Sociable
- 17. Passionate
- 18. Advocate
- 19. Selfless
- 20. Innovative
- 21. Stable
- 22. Integrity

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- 23. Encouraging
- 24. Servant-Leader
- 25. Politically Savvy
- 26. Large Network
- 27. Courageous
- 28. Thick Skinned
- 29. Personable/Relatable
- 30. Proactive
- 31. Optimistic
- 32. Future-focused
- 33. Imaginative
- 34. Big Dreamer
- 35. Knowledgeable of Texas Community Colleges
- 36. Open-Minded
- 37. Consensus-Builder
- 38. IT Awareness
- 39. Financial Mind
- 40. Diverse Educational Background

B. Experience ([photos of results](#))

- 1. Academic & Vocational
- 2. Classroom Teaching
- 3. Financial Acumen (show profitability)
- 4. Supervisory Experience (more than Department Chair)
- 5. Deep Community College Experience
- 6. State Funding Model
- 7. Crisis Management
- 8. Pre- & Post-COVID Experience in Higher Ed
- 9. Long Tenure (not a “job hopper”)
- 10. Grants
- 11. Committee Involvement
- 12. Professional Growth Trajectory
- 13. Business Operations
- 14. Coalition-Building

C. Culture ([photos of results](#))

- 1. Rangerettes
- 2. Shakespeare Festival
- 3. Athletics/Arts

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4. Intangible Return on Investment
5. Alumni Relations
6. Hard Working
7. Appreciates History
8. Appreciates Traditions
9. Relatable to all generations
10. Blue Collar
11. East Texas Dynamics
12. Importance of Oil & Gas
13. Importance of Foundation & Donors
14. TJC Rivalry
15. Importance of Athletics
16. "Ride for the Brand"

IV. Prioritization & Consensus: *Board members were invited to vote on the 2 most important attributes in each category. (Photos are same as above. 1st priority is plain sticker, 2nd priority is sticker with mark on it.)*

A. Top Traits

1. Embrace Change
2. Partnership Builder
3. Financial Mind

B. Top Experience

1. Financial Acumen/Experience with State Funding Model
2. Business Operations
3. Coalition Building

C. Top Cultural Fit

1. Appreciation of Athletics/Arts
2. Appreciation of Traditions
3. Hard Working

Kilgore College Presidential Search Process

1. KC Board accepts ACCT contract
2. KC Board approves:
 - a. Search Process
 - b. Charge from the Board of Trustees to the Search Committee
 - c. Draft Timeline
 - d. Search Committee Membership (including which Board member serves as Chair and additional Board members, as required by statute)
 - e. Search Liaison
3. ACCT consultant conducts public forums and receives Survey Monkey data
4. ACCT consultant conducts Search Committee orientation & prepares draft of Presidential Profile for the Board
5. Board approves Presidential Profile
6. Position advertised nationally
7. Consultant works with Search Committee to identify 7-10 semifinalists for video interview
8. Consultant works with Search Committee to conduct video interviews of semifinalists
9. Search Committee recommends 3-4 finalists unranked to full board
10. Finalists conduct day-long visits to campus and interview with Board
11. Board recommends sole finalist
12. After 21-day waiting period, Board finalizes contract and formally hires president



Charge to the Presidential Search Committee

The Kilgore College Board of Trustees hereby charges the Presidential Search Committee to achieve the following objectives:

1. To assist in the search for a President of Kilgore College using the profile statement of required qualifications and preferred characteristics.
2. To assist in the conduct of an active national search for a President following Equal Employment Opportunity guidelines and considerations, as well as the regulations of the State.
3. To follow the timetable for the search that will bring recommendations to the Board of Trustees by a certain date.
4. To observe the policies of strict confidentiality with regard to candidates, applicants, and nominees for the position.
5. To recommend 3 – 4 candidates, *in unranked alphabetical order*, to the Board of Trustees for its selection for President.



DRAFT Presidential Search Timeline
Kilgore College

September 22, 2025	Information Meeting with Board of Trustees
October 20, 2025	Regular Meeting of Board to approve search firm contract and other items
October 23, 2025	Survey Monkey link opens to begin receiving feedback
October 27, 2025	ACCT facilitates a series of open public forums to solicit input for the development of a Draft Presidential Profile (staff, faculty, students, administrators, and community members are invited to attend); electronic survey distributed to solicit feedback for the Draft Presidential Profile.
November 3, 2025	Presidential Search Committee Meeting (#1): Training, orientation, and Committee to review and edit the Draft Presidential Profile (Morning 4 hours)
November 3, 2025	<i>Special Called Board meeting to review and approve the Presidential Profile</i>
November 4, 2025	Presidential Profile is posted on Kilgore.edu and acctsearches.org. ACCT conducts targeted local, state-wide, and national one-to-one recruitment of highly competitive and diverse candidates. Advertisements placed. ACCT receives and processes applications.
January 16, 2026	Target Date for Receipt of Applications. Position open until filled.
Jan. 20 – February 6, 2026	Presidential Search Committee members review and rate confidential applications independently through ACCT's secure web portal.
February 10, 2026	Presidential Search Committee Meeting #2. Presidential Search Committee meets to discuss and select 7 – 12 confidential semifinalists. (4-5 hours meeting).
February 24 - 25, 2026	Presidential Search Committee Meeting #3: Presidential Search Committee meets for confidential interviews of semifinalists. Search Committee deliberates; selects 3-4 finalists. (2 full days, approximately 9:00am – 2:00pm each day). Board meets to affirm finalists.
Week of March 23, 2026	Finalists visit the College for tours, participate in public forums, meet with Direct Reports, etc. Finalists interview with the Board. Week concludes with preliminary Board deliberation.
Week of March 30, 2026	Board Members potentially conduct a site visit to the first-choice candidate's institution; called meeting to select sole finalist; <i>announce sole finalist.</i>
Week of April 27, 2026	Board Meeting (fulfilling the 21 day waiting period) to select president. Start date for next President or as agreed upon by the President-elect and Board of Trustees.
June/July, 2026	Start Date, as negotiated with Board of Trustees

**Kilgore College
Presidential Search Committee Members,**

<u>Staff Liaison to the Search Committee:</u>	Amber Stewart, Executive Assistant, HR & Office of the President
Members of the Board of Trustees	Joshua Edmonson, Board Chair and Search Committee Chair: Janice Bagley, Jason Steele, KC Trustees
Economic Development Leader	Lisa Denton, Executive Director
KC Foundation Officer	Michael Clements Jr. President KC Foundation
Local ISD leader	Dr. Andy Baker, Superintendent, Kilgore ISD
Local Hospital/Health Care Leadership	Teresa Halcomb, Chief Nursing Officer, Christus Health
Local Industry Employer/Leader	Samantha Jennings: HR Leader, Eastman Chemical
City of Kilgore	Ronnie Spradlin, Kilgore Mayor
City of Longview	Kristen Ishihara. Longview Mayor

Kilgore College Faculty, Staff, Students

Brandon Walker, Dean of Dual Credit
Chris Craddock, Associate Director of Communications & Public Relations/Public Information Officer/Sports Information Director
Ben Avedikian, Executive Director of Facilities Services
Terence Mathis, Director of Campus Life
Brandon Belken, Interim Dean of Public Services and Industrial Technologies
Jason Graves, Interim Dean of Liberal and Fine Arts
Traci Thompson, Assistant Department Chair, Business & Information Technology/Administrative Office Professional Lead Instructor
Dr. Sheri Gillis, Director of Nursing Programs
Olivia Moore, Director of Auxiliary Enterprises
KC Student