

Minutes of Special Board Meeting – Presidential Search Meeting #1

The Board of Trustees Kilgore College



A Special Board Meeting of the Board of Trustees of Kilgore College was held on September 22, 2025, at 12:00 PM in the R. E. "Sonny" Spradlin Jr. Executive Board Room, McLaurin Administration Building, 895 Ross Ave., Kilgore, TX 75662 with the following members present:

Josh Edmonson, President
Janice Bagley, Vice President
Gina DeHoyos, Secretary
Kelvin Darden
Lon Ford
Jeanne Johnson
Travis Martin
Jason Steele
Erin Yohn

1. CALL TO ORDER

Presenter: Mr. Josh Edmonson, President

2. PUBLIC COMMENT

There were no public comments.

3. PRESENTATION

A. Guiding a Presidential Search

Presenter: Dr. Bill Holda, ACCT Search Consultant Services

Outline of September 22, 2025 Information Session – *Appendix A*

Presidential Search Checklist – *Appendix B*

Draft Presidential Search Sample Timeline – *Appendix C*

Search Firm Information/Options – *Appendix D*

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4. EXECUTIVE SESSION – Moved to Executive Session at 12:57 pm

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.

5. RECONVENE IN OPEN MEETING at 2:00 pm

6. ADJOURNMENT

The meeting was adjourned by Mr. Josh Edmonson at 2:01 pm.

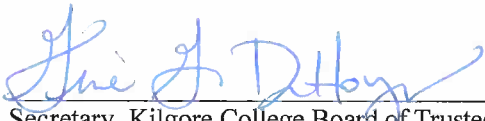
Respectfully submitted,



Karen Scibona, Recording Secretary
Kilgore College Board of Trustees



President, Kilgore College Board of Trustees



Secretary, Kilgore College Board of Trustees

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**Board Information Session
Presidential Search/Interim President
Monday, September 22, 2025**

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Kilgore College Board of Trustees
Information Session September 22, 2025
***The selection of the college president is the single most important
action of the Board***

- I. Introduction, purpose of Information Session
 - a. Delineate options for the Board re: a replacement for Dr. Kays
 - i. Select an Internal Candidate; no search
 - ii. Board conducts the search itself
 - iii. Employ a Search Firm to conduct the search
- II. Explain the steps in a search
 - a. Go through the Checklist used by ACCT (applicable to other firms)
 - b. Candidates usually available to start January and June-August; rarely mid-semester
 - c. Look at potential draft timeline
 - d. Salary expectations; regional college comparisons
 - e. College support: Presidential Search Web Page and Link on Home Page
- III. Options for selecting a firm
 - a. RFP for services required for services in excess of \$100,000 (SB 1173, 2025 Legislature). Board can check to see if selection can be done without RFP.
 - b. Anticipated costs: base fees, consultant fees, advertising, finalist travel costs
 - c. Contract signing
- IV. Board Ownership and Actions
 - a. Select a firm
 - b. Approve the process
 - c. Approve the Membership of the Search Committee; name three Board members to the Search Committee, one of whom must chair the Search Committee; discussion of possible Search Committee membership
 - d. Designate a campus Liaison to work with the Search Firm and the Search Committee; discussion of Liaison Position
 - e. Adopt a draft Timeline (add two weeks to timeline for RFP submission)
 - f. Approve the final copy of the Presidential Profile for advertising
 - g. Approve a list of finalists for campus visits
 - h. Interview each of the finalists (*a search firm would thoroughly vet each finalist prior to Board deliberation*)
 - i. Vote to select a sole finalist
 - j. After 21 day waiting period, execute the final employment contract and establish the start date
- V. Discussion of the need for an Interim President between Dr. Kays departure date and the beginning date of the new President/CEO
- VI. Questions and Next Steps



Presidential Search Checklist

Preparing for the Search

- ☐ Board selects ACCT Search Consultant Services
- ☐ Board approves Search Process
- ☐ Board approves Search Timeline
- ☐ Board approves Search Committee Members
- ☐ Consultant conducts Public Forums to develop Profile
- ☐ Consultant conducts Search Committee Orientation
- ☐ Search Committee signs off on Presidential Profile
- ☐ Board approves Presidential Profile referred to them by Search Committee
- ☐ ACCT creates Web Links for Application Process
- ☐ College creates link on main web page and Profile and application links
- ☐ College posts ads in national publications
- ☐ Recruitment Begins

Screening of Applicants

- ☐ ACCT conducts a preliminary A/B grouping (if desired by the Search Committee)
- ☐ Search Committee members review applications on secure Dropbox Site
- ☐ Search Committee members individually rank each confidential applicant with a 2, 3, or 4 (2 = not interested; 3 = possibly interested; 4 = very interested)
- ☐ Search Committee entered rankings for each applicants are totaled by ACCT and a top to bottom ranking is created
- ☐ Search Committee narrows applicants to approximately 8-12 Semi-Finalists for Confidential First-Round Video Interviews

Semi-Finalist Interviews and Process to Identify Finalists

- ☐ Search Committee receives bank of 75 questions
- ☐ Search Committee lists top 1 or 2 questions
- ☐ ACCT works with Search Committee to select 10-14 confidential questions for interviews and who will ask which questions
- ☐ Semi-Finalists and College test "Go to Meeting" Platform
- ☐ Confidential First-Round Video Interviews Conducted
- ☐ Search Committee uses ACCT rating formula, discussion and consensus building to identify Finalists
- ☐ Finalists Confirm they will move forward with the process; ACCT Prepares Announcement
- ☐ ACCT works with Board to schedule finalist dates for campus visit and interviews with community/college forums and the Board

Finalist Interviews

- ☐ College plans schedule for the Finalist Interviews
- ☐ College works with finalists to prepare short bios and pictures for press release

- ☐ College website is updated to link to finalists and college issues press release
- ☐ Board selects question for interviews and reviews the ACCT Board Interview Guide
- ☐ Campus Visits and Interviews occur
- ☐ ACCT conducts more detailed reference and background checks
- ☐ Board names Sole Finalist
- ☐ Board can elect to visit campus of Sole Finalist or other methods of reference checking
- ☐ Board negotiates contract and agree on start date
- ☐ Board votes to confirm the appointment after a 21 day waiting period



DRAFT Presidential Search Timeline
Kilgore College

September 22, 2025	Information Meeting with Board of Trustees
September 29, 2025	Possible Called Meeting of Board to select a search firm (<i>only if no RFP or bids/interviews</i>)
October 6, 2025	Called meeting of the Board of Trustees to approve the search process in principle; to approve the draft timeline, and to approve the membership of the Search Committee, the designation of a Campus Liaison, and any other items.
October 14, 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.
October 16, 2025	Presidential Search Committee Meeting (#1): Training, orientation, and Committee to review and edit the Draft Presidential Profile (Morning 4 hours)
October 20, 2025	Regular Board meeting to review and approve the Presidential Profile
October 27, 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: Board Presidential Search Committee meets for confidential interviews of semifinalists. Search Committee deliberates and 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; announce sole finalist.

Week of April 27, 2026

Board Meeting (fulfilling the 21 day waiting period) to officially 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

Three Firms conducting exclusive community college, or almost exclusive community college searches

1. Gold Hill Associates

A firm exclusively dedicated to community college executive searches, including presidents and other leaders. They emphasize constituent input while ensuring board-led decisions and have a nationwide network. They have conducted two Texas Searches since 2019 (both in 2023 – Amarillo and Austin) www.collegepresidentsearch.com. Operating since 1990; assisted over 100 community colleges across the U.S., from small rural institutions to large urban districts. Proven success in placing candidates with average tenures above national averages. Average base search prices about \$55,000-\$61,000.

2. ACCT Searches

The only national non-profit organization focused on community college governing boards and executive searches. They provide end-to-end services for CEO-level roles. www.acctsearches.org. ACCT has conducted 11 searches since 2019, 8 of which were led by Dr. Holda. Over 40 years of experience; completed more than 500 CEO searches, including campus presidents and state system leaders. Recent successes include placements at Mayland Community College (2025) and Moreno Valley College. Average base price \$45,000 - \$55,000. ***KC base fee: \$48,000. ACCT dues for year: \$6,444.***

3. RH Perry & Associates

An established firm specializing in higher education executive searches, with a strong track record in community colleges and universities (public and private). www.rhperry.com. RH Perry has conducted one search in Texas since 2019, Alamo College in 2022. Placed leaders such as Dr. Mike Flores at San Antonio College; focuses on academic leaders in community college settings. Average base price \$61,000 - \$70,000.

Other firms that do a mix of universities, community colleges, private institutions

- RPA Inc.
- The Registry for College and University Presidents
- Experience Diversified Search Group (now DSG Global)
- Ed-Exec, Inc.
- AGB Search Affiliated with the Association of Governing Boards
- Myers McRae
- Academic Search
- Parker Executive Search
- Harris Search Associates

Legislative Update on School District Construction - Bills Passed During the 89th Legislative Session Affecting School District Construction/Procurement

During the 89th Legislative Regular Session, the Texas Legislature passed several bills that impact school district construction projects and procurement of construction-related services. Although this session was not particularly heavy on construction-related legislation, the following bills may have significant effects on procurement processes, conflicts of interest in bidding on and awarding of projects, hiring restrictions due to contractor/subcontractor conduct, audits, and defect claims.

Senate Bill 1173 – Threshold for Competitive Procurement Raised (from \$50,000 to \$100,000)

Section 44.031 of the Texas Education Code requires that Texas school districts perform a competitive procurement process for obtaining goods and services, if the contract value meets a certain threshold. This statute is often the starting point for determining what processes are required, depending on the type of goods or services being sought. *The current threshold that triggers competitive procurement is a contract “for the purchase of goods or services” that is “valued at \$50,000 or more in the aggregate for each 12-month period.”*^[1] For construction services that meet that threshold, districts are then required to use “a method provided by Chapter 2269, Government Code”^[2] that provides the best value to the district.

The 89th Legislature, in Senate Bill 1173, increased this threshold. Effective September 1, 2025, if a contract is “valued at \$100,000 or more in the aggregate for each 12-month period,” this triggers a competitive procurement process.^[3] *This means that construction projects valued at or greater than \$50,000 but less than \$100,000 will no longer be required to be procured pursuant to one of the methods provided in Chapter 2269, Texas Government Code, after September 1st. It is important to note that this threshold increase impacts more than just construction related projects and services; it raised the competitive procurement floor for non-construction related “goods and services” as well.*

While this is likely a welcome change, resulting in at times much needed flexibility, a few words of caution are in order. This change in threshold DOES NOT change other thresholds. It also does not affect other construction-related requirements for which there is no threshold (e.g., prevailing wage). So, if you are going to build a project without following a recognized delivery method under Chapter 2269 (i.e., a project below the new \$100k procurement threshold), you still need to account for legal requirements regarding design. The law requires an Architect for certain projects with a threshold as low as \$50,000. The thresholds for Engineering are even lower: \$8,000 for projects involving electrical or mechanical engineering, and \$20,000 for projects involving engineering other than electrical/mechanical.

Actual Language of Texas Education Code, Subchapter B

Sec. 44.031. PURCHASING CONTRACTS.

(a) Except as provided by this subchapter, all school district contracts for the purchase of goods and services, except contracts for the purchase of produce or vehicle fuel, valued at \$100,000 or

more in the aggregate for each 12-month period shall be made by the method, of the following methods, that provides the best value for the district:

- (1) competitive bidding for services other than construction services;
 - (2) competitive sealed proposals for services other than construction services;
 - (3) a request for proposals, for services other than construction services;
 - (4) an interlocal contract;
 - (5) a method provided by Chapter [2269](#), Government Code, for construction services;
 - (6) the reverse auction procedure as defined by Section [2155.062](#)(d), Government Code; or
 - (7) the formation of a political subdivision corporation under Section [304.001](#), Local Government Code.
- (b) Except as provided by this subchapter, in determining to whom to award a contract, the district shall consider:
- (1) the purchase price;
 - (2) the reputation of the vendor and of the vendor's goods or services;
 - (3) the quality of the vendor's goods or services;
 - (4) the extent to which the goods or services meet the district's needs;
 - (5) the vendor's past relationship with the district;
 - (6) the impact on the ability of the district to comply with laws and rules relating to historically underutilized businesses;
 - (7) the total long-term cost to the district to acquire the vendor's goods or services;

Potential Presidential Search Committee Members, Kilgore College

General categories most traditionally engage members of the Board of Trustees, Community Members that include economic development, chambers of commerce, executive leadership of primary employers, leadership from the local public schools, executive leadership from local hospitals and health care providers, and very importantly, a diverse group of faculty and staff from the college, as well as some student representation.

Search Committees usually consist of a minimum of 11 members and a maximum of 17-19 members. In most cases, our experience shows us that committees larger than 13 members tend to function less effectively than slightly smaller numbers.

Below is an example of a Search Committee with 13 -19 members

Search Committee with 13 Members

Members of the Board of Trustees	3	Board Member must be Search Committee Chair
Economic Development Leader	1	
KC Foundation Officer	1	
Local ISD leader	1	
Local Hospital/Health Care Leadership	1	
Local Industry Employer/Leader	1	
KC Student	1	
KC Faculty and Staff	5 -10	
Total	14 - 19	

The various categories and the numbers can fluctuate, depending on the size of the committee.

Re: faculty and staff, here are some examples: Head of the Faculty Senate; Head of the support staff organization; some long-term, proven faculty (both from academic and technical areas of the campus); various deans or directors; student service personnel, such as a Registrar or Head of Enrollment Management or Financial Aid or student life leader; someone from maintenance, custodial, campus police; someone who coordinates dual credit and high school relations; and many more examples if needed.

Examples, in addition to the 3 Board members:

- Lisa Denton, Head of Kilgore Economic Development
- Michael Clements, President, Kilgore College Foundation
- Dr. Andy Baker, Superintendent, Kilgore ISD
- Todd Hancock, CEO Christus Good Shepherd
- Andrew Coggins, Vice President and Texas Operations Site Leader, Eastman Chemical Longview
- KC Student
- KC Faculty/Staff (Board could choose from this list or suggest other members)
 - Brandon Walker, Dean Dual Credit

- Manny Almanza, Director of Communications and PR
- Jackie Kelly, Director Financial Aid
- Ben Avedian, Executive Director, Physical Plant
- Shelley Wayne, Assistant Director, Rangerettes
- D'Wayne Shaw, Executive Dean of Technical and Workforce Programs
- Paul Buchanan, Geology and Chemistry
- Jason Graves, Department Chair English
- Kenya Ray, Coordinator of Corrosion Technology
- Dr. Sheri Gillis, Director of Nursing Programs

Questions to Prepare for Board Retreat

- As I look at the entire Board, what strengths characterize the Board?
- As I look back at the previous year(s), what do I consider major accomplishments?
- What would be an area in which the Board could improve?
- As a trustee, I am most pleased about:
- As a trustee, I have concerns about:
- Regarding the ways in which the Board operates, I would like to suggest the following changes:
- As the Board considers setting some goals for itself for the upcoming year, here is what I would like to see included:
- Subjects/topics I would like to see included in the Board retreat:

Expectations

- Full, active, conscious participation
- Challenge the presenters and one another
- Any idea worth holding is worth defending
- No one has the absolute truth cornered
- Differences of Opinion, not right or wrong

Communication, Culture, and Redefining Consensus

- Having the Courage to Speak Up
- Avoiding the Mismanagement of Agreement
- Individuals With Different Opinions (not one is right and the other is wrong)
- Redefining Consensus from “I agree with that” to “I can live with that.”

Board Authority (State authorizations, Accrediting Agencies, Board By-Laws)

- Brief Review of State Statutes
- Review of Accrediting Expectations
- Review of Board By-Laws and Policy Documents
- Review of all Policies and how closely they are followed
- Texas Open Meetings Act
- Texas Open Records Act

Mission, Vision, Goals, Objectives and Strategic Planning

- Review of the College Mission and Vision
- Review of the College Goals and Strategic Planning
- The Connection between Strategies and Board Budgetary Actions

The Board as a Team

- Team Building Exercises
- Effective Team Behaviors
- Recognizing the Unique Gifts of each Board Member

Characteristics of an Effective Board; The Effective Board’s Tool Kit

- Common purpose, respect, cooperation and trust
- Good Board Partnership – CEO relationship
- Formal documents: bylaws, board policy manual, annual calendar, code of ethics, and job description for officers, trustees, meetings, and parliamentary procedures
- Annual presidential evaluation and board self-assessment
- Consistent Board Practices
- Attendance and preparation
- Professional development

Essential Board Tools

- Organizational Goals and Objectives
- A job description for Board Members
- An appropriately active Committee Structure

- An annual chart of work for the committees
- Expectations of its Board Members
- Tasks for every Board member to take

The Board Chair: Relationship with the Board and the CEO

- Common problems with the Chair position
- The Written Chair Job Description
- The Chair's Relationship with the Board and the CEO

Board – CEO Relationship

- Dynamic Tension in Search of the Perfect Balance
- Roles of the Board versus the Roles of the President
- Communication Expectations
- What the CEO needs from the Board and What the Board needs from the CEO
- Setting appropriate Boundaries
- Affirming and Rewarding
- The Care and Feeding of the College President
- Essential Board – CEO Characteristics of Empowerment, Boundaries, Linkages
- Carver Model of Policy Governance
- Communication, Compassion, Courage and Mutual Respect

Advocacy

- Federal, State, and Local Advocacy
- Developing Community Advocates for the College
- The Unique Role of Board Members

Board Self-Assessment and Goal Setting

- The Value of Self-Assessment
- The Need to Create an Action Plan Based on the Assessment
- If not a complete Assessment, Ask these questions:
 - As you look at the entire Board, what strengths characterize the Board?
 - As you look back at the previous year(s), what do you consider major accomplishments?
 - What would be an area in which the Board could improve?
 - As a trustee, I am most pleased about:
 - As a trustee, I have concerns about:
 - Regarding the ways in which the Board operates, I would like to suggest the following changes:
 - As the Board considers setting some goals for itself for the upcoming year, what would you like to see included?

From the ACCT Website

Classic Topics

While each retreat or workshop can be tailored to meet the individual needs of any institution and its board, ACCT offers a range of *Classic Topics*. Potential retreat topics include:

- Roles and Responsibilities of the Board
- Strengthening the Board/President Relationship
- How to Implement Policy Governance
- Board Ethics and Standards of Good Practice
- Board Planning and Goal Setting
- The Role of the Board in Strategic Planning
- The Role of the Board in the Accreditation Process
- Mediation and Conflict Resolution
- The Board's Role in Advocacy
- The Board's Role in Fundraising
- New President Transition
- New Trustee Orientation
- Board Self-Assessment and Presidential Evaluation