

Minutes of Annual Board Retreat

The Board of Trustees Kilgore College



An Annual Retreat of the Board of Trustees of Kilgore College was held March 21, 2026, beginning at 9:00 AM 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
Kelvin Darden
Jeanne Johnson
Travis Martin
Jason Steele
Erin Yohn

Absent: Gina DeHoyos
Jennifer Hattaway

1. CALL TO ORDER at 8:57 am

Presenter: Mr. Josh Edmonson, President

2. INFORMATION ITEM: Data Review and Discussion

Presenter: Mrs. Natalie Bryant, Director of Institutional Research

Natalie Bryant shared information highlighted in the Student Success Scorecard (Appendix A) and the THECB (Texas Education Higher Education Board) Accountability Report (Appendix B).

3. INFORMATION ITEM: Review/Discussion of 2025 Board of Trustees Annual Self-Assessment. – Appendix C

Presenter: Mr. Josh Edmonson

Mr. Josh Edmonson led a discussion on the board's responses to the Board of Trustees Self-Assessment. Questions were asked regarding a form that trustees will complete when they want specific information regarding students, employees, programs, etc. This will be discussed further at the April Board Meeting. Additional training opportunities were also discussed to enhance information on the legislature, accreditation, and other issues that affect community colleges.

4. EXECUTIVE SESSION at 10:13am

Adjournment to executive session pursuant to Texas Government Code Sections 551.074, the Open Meetings Act, for the following purposes:

PERSONNEL: (Government Code 551.074) Consideration of personnel matters including the appointment, employment, evaluation, reassignment, resignation, retirement, duties, discipline or dismissal of a public officer or employee.

To deliberate the selection/appointment process, terms of employment, and duties of a public employee, including the next President of Kilgore College.

Ms. Janice Bagley moved to adjourn to Executive Session Session at 10:13am pursuant to Texas Government Code Section 551.074 of the Open Meetings Act to discuss and review applicants for the position of President of Kilgore College. Ms. Erin Yohn seconded the motion. The motion passed unanimously.

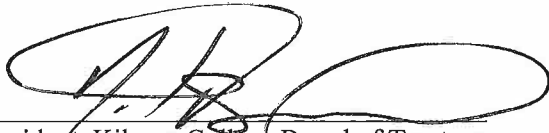
5. RECONVENE OPEN MEETING at 10:59am

Mr. Jason Steele moved to return to Open Session. Ms. Erin Yohn seconded the motion. The motion was passed unanimously and the board returned to Open Session at 10:59am.


6. ADJOURNMENT at 11:01am

Mr. Kelvin Darden moved to adjourn the meeting. Ms. Janice Bagley seconded the motion. The motion was passed unanimously and the board adjourned at 11:01am

Respectfully submitted,



President, Kilgore College Board of Trustees



Karen Scibona, Recording Secretary
Kilgore College Board of Trustees



Secretary, Kilgore College Board of Trustees

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KILGORE COLLEGE

STUDENT SUCCESS SCORECARD 2024 - 2025



I AM



- 7,198*** Fall 2024 Enrollment
- 15%** First Time In College
- 83%** Transfer Focus
- 71%** Part-Time
- 60%** Female
- 57%** Minority
- 80%** Financial Aid
- 30%** First Generation

* Includes Dual Credit students

* Does not include Continuing Education Students



CONNECTION

INTEREST TO APPLICATION



ENTRY

ENROLLMENT TO COMPLETION OF FIRST COLLEGE LEVEL COURSE



PROGRESS

ENTRY INTO PROGRAM OF STUDY TO 75% OF REQUIREMENT COMPLETION



COMPLETION

COMPLETE PROGRAM OF STUDY TO CREDENTIAL WITH LABOR MARKET VALUE

CONNECTION INTEREST TO APPLICATION



30%

of Fall First Time in College (FTIC) Students

who **applied** to KC

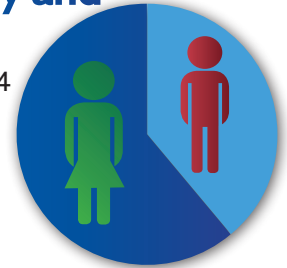
were actually enrolled on the census date

2023: 30%



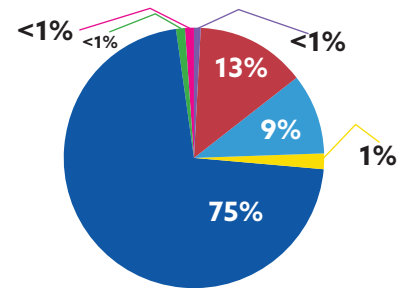
340 Full Time Faculty and Staff

2023: 314



■ **120 Male (35%)** 2023: 116

■ **220 Female (65%)** 2023: 206



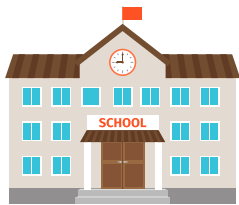
- American Indian /Alaska Native 2(0)
- Asian - 0 (1)
- Black - 45 (45)
- Hispanic - 29 (31)
- Multi-Racial-5 (5)
- White - 255 (235)
- Unreported - 2 (3)
- Native Hawaiian/ Pacific Islander - 3 (2)

(2023 numbers in parentheses)

45%

of KC Dual Credit students **did not enroll anywhere**

after graduating from high school 2023: 34%



54% of our Fall FTIC students were from our

20 service area high schools

2023: 62%

88

Fall 2 students were **first-time** enrollees 2023: 56

80%



of students were on **financial aid**

(non-dual credit) 2023: 78%

62% of students received a **Pell Grant**

2023: 59% (non-dual credit)

10%



of Fall FTIC students were part of **KC Connection** 2023: 13%

CONNECTION

ENTRY ENROLLMENT TO COMPLETION OF FIRST COLLEGE LEVEL COURSE



11%

FTIC Students were enrolled in a **Student Success Course** in their first term

2023: 14%



86%

Fall 1 to Fall 2
2023: 88%

RETENTION

71%

Fall 2 to Spring 1
2023: 70%

FTIC Students who completed a college level course in their first year

31%

Math

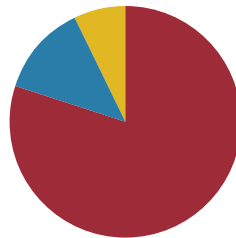


43%

English

2023: 32% Math, 44% English

Course Success/Withdrawal Rates



ABC - 80%
DF - 13%
W - 7%

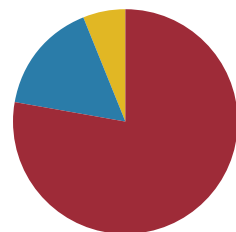
Fall 1

80%

of course grades were **A, B, or C.**

2023: ABC - 79% DF - 15% W - 6%

Course Success/Withdrawal Rates



ABC - 78%
DF - 16%
W - 6%

Fall 2

78%

of course grades were **A, B, or C.**

2023: ABC - 75% DF - 18% W - 6%

8%

of Fall FTIC students completed their first semester of enrollment with **zero credit hours**

2023: 8%

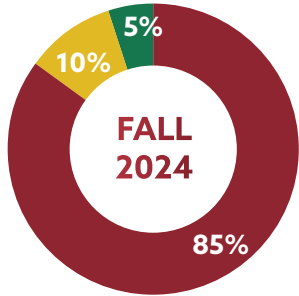
ENTRY

PROGRESS

ENTRY INTO PROGRAM OF STUDY TO 75% OF REQUIREMENT COMPLETION

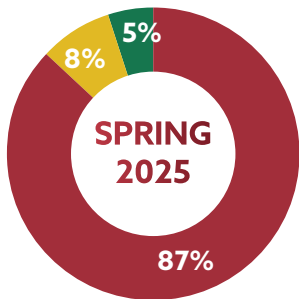


Course Success/ Withdrawal Rates Overall



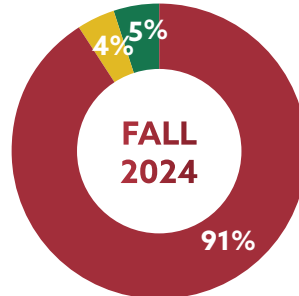
2023
ABC - 83%
DF - 11%
W - 6%

■ ABC
■ DF
■ W



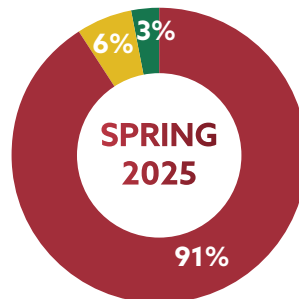
2024
ABC - 85%
DF - 9%
W - 6%

Course Success/ Withdrawal Rates - Dual Credit Only

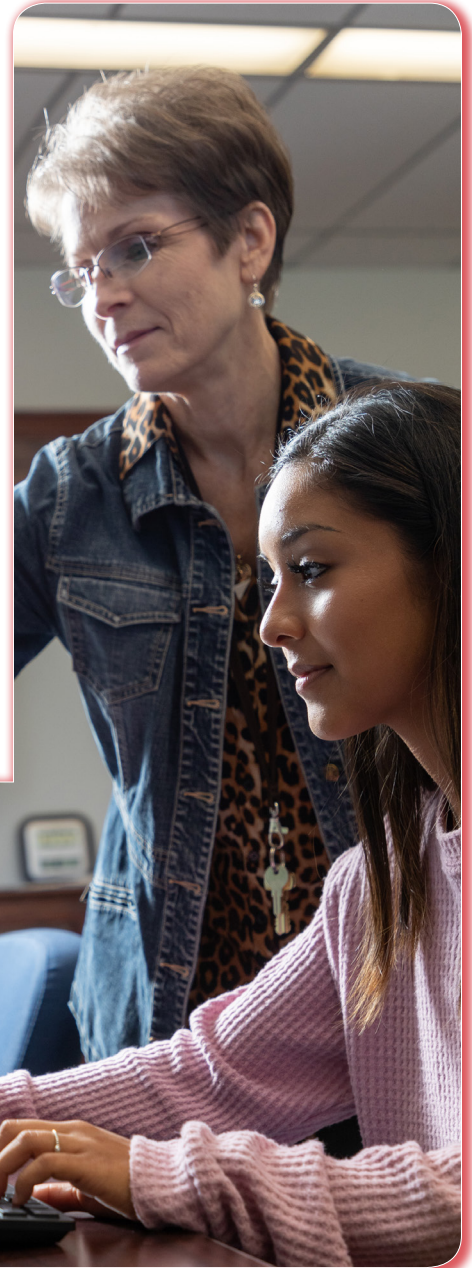


2023
ABC - 91%
DF - 5%
W - 4%

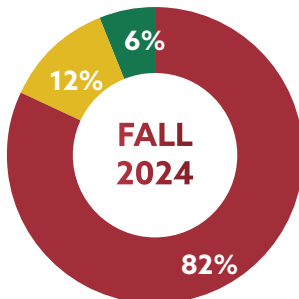
■ ABC
■ DF
■ W



2024
ABC - 92%
DF - 5%
W - 3%

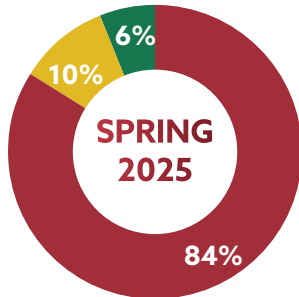


Course Success/ Withdrawal Rates Overall Without Dual Credit Courses



2023
ABC - 80%
DF - 14%
W - 6%

■ ABC
■ DF
■ W



2024
ABC - 84%
DF - 11%
W - 8%



\$23,944

Fall return to Title IV Amount
2023: \$20,913

87% of Fall students
2023: 81% **maintained**
financial eligibility

61%



of FTIC, full-time students
completed at least 24 hours
by the end of Spring Semester
2023: 53%

PROGRESS

COMPLETION

COMPLETE PROGRAM OF
STUDY TO CREDENTIAL
WITH LABOR MARKET VALUE



69

Average semester
credit hours to

Associate Degree

2023: 72



39%

of 2021 FTIC, full-time
students graduated in

3 years

2020 Cohort: 33%

31%

of 2021 FTIC, full-time
students **transferred**
to a 4-year university

2020 Cohort: 29%



88%

of students
passed their
licensure exam

2023: 86%



**Almanac Raw Data Regional Peer Comparison
2022 - 2024 with Rankings**

| Regional Comparison | City | Fall Enrollment | | | Graduation Rates: Full-time 3-year (Fall 2019, 2020, 2021 Cohorts) | | | Graduation Rates: Part-time 3-year (Fall 2019, 2020, 2021 Cohorts) | | | Graduation Success: Technical Graduates Employed/Enrolled | | | Average Time to Associate Degree (Years) | | | Average Semester Credit Hour to Associate Degree | | |
|-----------------------------------|----------------|-----------------|------------|------------|--------------------------------------------------------------------|-----------|------------|--------------------------------------------------------------------|-----------|------------|-----------------------------------------------------------|-----------|-----------|------------------------------------------|---------|---------|--------------------------------------------------|--------|--------|
| | | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 |
| Kilgore College | Kilgore | (4) 5,177 | (3) 6,067 | (2) 7,198 | (5) 33.4%* | (5) 37.2% | (4) 39.5% | (6) 17.0%# | (8) 13.0% | (9) 15.9% | (7) 82.2% | (6) 86.3% | (5) 85.5% | (5) 3.3 | (3) 3.1 | (2) 2.9 | (5) 73 | (4) 72 | (3) 69 |
| Angelina College | Lufkin | (6) 3,992 | (6) 3,890 | (7) 3,884 | (9) 25.3% | (9) 27.4% | (9) 29.4% | (8) 15.5% | (3) 24.7% | (4) 25.1% | (1) 93.2% | (2) 93.9% | (3) 91.1% | (9) 3.7 | (8) 3.7 | (6) 3.6 | (9) 80 | (9) 78 | (9) 79 |
| Navarro College | Corsicana | (2) 6,187 | (2) 6,421 | (3) 6,366 | (8) 27.5% | (8) 29.9% | (7) 30.9% | (3) 22.0% | (5) 24.1% | (7) 19.09% | (4) 90.3% | (1) 94.5% | (6) 84.8% | (2) 3.0 | (3) 3.1 | (3) 3.0 | (2) 68 | (4) 72 | (4) 71 |
| Northeast Texas Community College | Mount Pleasant | (8) 2,794 | (8) 2,919 | (8) 3,031 | (3) 38.1% | (1) 43.3% | (3) 47.46% | (1) 29.3% | (2) 30.9% | (2) 28.3% | (6) 89.2% | (8) 83.7% | (7) 83.8% | (3) 3.1 | (3) 3.1 | (4) 3.1 | (7) 74 | (1) 69 | (4) 71 |
| Panola College | Carthage | (9) 2,387 | (9) 2,385 | (9) 2,708 | (2) 41.5% | (2) 43.1% | (2) 49.7% | (2) 23.8% | (1) 32.8% | (1) 29.8% | (5) 89.3% | (3) 92.8% | (4) 89.1% | (1) 2.8 | (1) 2.9 | (1) 2.7 | (1) 66 | (3) 71 | (1) 67 |
| Paris Junior College | Paris | (5) 4,210 | (5) 4,323 | (5) 4,314 | (4) 34.5% | (3) 38.0% | (5) 39.1% | (5) 17.9% | (7) 18.6% | (5) 24.2% | (2) 93.0% | (4) 90.8% | (1) 98.1% | (5) 3.3 | (6) 3.2 | (7) 3.2 | (4) 71 | (4) 72 | (6) 73 |
| Texarkana College | Texarkana | (7) 3,794 | (7) 3,652 | (6) 4,090 | (1) 42.0% | (4) 37.8% | (1) 53.9% | (7) 16.7% | (9) 10.8% | (6) 19.14% | (9) 75.3% | (7) 85.6% | (8) 79.7% | (8) 3.5 | (8) 3.7 | (7) 3.2 | (3) 69 | (2) 70 | (1) 67 |
| Trinity Valley Community College | Athens | (3) 5,626 | (4) 5,472 | (4) 5,996 | (7) 30.4% | (6) 36.6% | (6) 36.7% | (9) 14.6% | (3) 24.7% | (3) 25.2% | (8) 77.8% | (9) 70.5% | (9) 77.5% | (5) 3.3 | (6) 3.2 | (4) 3.1 | (8) 77 | (8) 77 | (8) 77 |
| Tyler Junior College | Tyler | (1) 11,878 | (1) 11,956 | (1) 11,858 | (6) 30.6% | (7) 30.8% | (8) 30.4% | (4) 18.1% | (6) 19.1% | (8) 17.81% | (3) 90.6% | (5) 88.9% | (2) 93.6% | (3) 3.1 | (2) 3.0 | (4) 3.1 | (5) 73 | (7) 74 | (7) 74 |

| Regional Comparison | City | Transfer Rate (Fall 2016, 2017, 2018 Cohorts) | | | Dev Ed Required: Completed College Math Course (% of Total; Fall 2019, 2020, 2021 Cohorts) | | | Dev Ed Required: Completed College Reading Course (% of Total; Fall 2019, 2020, 2021 Cohorts) | | | Dev Ed Required: Completed College Writing Course (% of Total; Fall 2019, 2020, 2021 Cohorts) | | | % Semester Credit Hour Taught by Full-Time Faculty | | | Financial Stress Indicators (Source: THECB Financial Condition Report) | | |
|-----------------------------------|----------------|-----------------------------------------------|-----------|-----------|--------------------------------------------------------------------------------------------|-----------|-----------|-----------------------------------------------------------------------------------------------|-----------|-----------|-----------------------------------------------------------------------------------------------|-----------|-----------|----------------------------------------------------|-----------|-----------|------------------------------------------------------------------------|------|------|
| | | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 |
| Kilgore College | Kilgore | (6) 22.3% | (2) 25.4% | (3) 25.0% | (2) 51.0% | (5) 35.3% | (3) 42.1% | (2) 65.2% | (8) 50.0% | (4) 56.2% | (4) 46.6% | (4) 43.7% | (2) 54.5% | (2) 79.5% | (1) 80.9% | (1) 79.6% | 0 | 0 | 1 |
| Angelina College | Lufkin | (7) 20.0% | (9) 17.2% | (7) 20.5% | (6) 38.9% | (4) 35.9% | (7) 32.8% | (3) 62.5% | (6) 50.4% | (3) 57.6% | (1) 59.5% | (2) 45.6% | (1) 56.1% | (8) 60.7% | (7) 61.5% | (8) 61.6% | 0 | 0 | 0 |
| Navarro College | Corsicana | (1) 26.6% | (4) 24.3% | (4) 24.6% | (5) 39.7% | (7) 27.4% | (8) 31.5% | (9) 39.1% | (9) 31.3% | (9) 36.2% | (7) 33.2% | (7) 35.5% | (8) 40.8% | (1) 83.6% | (2) 77.3% | (5) 71.8% | 0 | 3 | 0 |
| Northeast Texas Community College | Mount Pleasant | (4) 23.2% | (6) 20.5% | (1) 26.8% | (3) 45.2% | (3) 39.8% | (4) 41.8% | (4) 58.8% | (5) 52.6% | (5) 53.1% | (5) 44.6% | (6) 40.6% | (5) 49.4% | (9) 54.0% | (9) 49.7% | (9) 54.2% | 2 | 0 | 0 |
| Panola College | Carthage | (3) 23.5% | (5) 24.1% | (6) 21.4% | (7) 38.2% | (6) 33.1% | (6) 33.3% | (6) 51.1% | (2) 54.0% | (8) 48.1% | (8) 30.4% | (9) 20.0% | (9) 32.1% | (5) 71.7% | (5) 71.0% | (3) 74.7% | 0 | 0 | 0 |
| Paris Junior College | Paris | (5) 22.5% | (3) 24.8% | (5) 22.9% | (1) 61.5% | (1) 49.5% | (2) 43.4% | (1) 66.2% | (1) 56.5% | (1) 62.4% | (2) 56.5% | (5) 43.2% | (6) 42.2% | (6) 70.7% | (6) 66.0% | (6) 69.9% | 0 | 0 | 0 |
| Texarkana College | Texarkana | (8) 19.4% | (8) 19.6% | (8) 18.7% | (4) 41.3% | (8) 27.1% | (5) 33.9% | (4) 58.8% | (4) 53.0% | (6) 52.4% | (3) 55.3% | (1) 55.4% | (3) 54.2% | (7) 67.2% | (8) 60.8% | (7) 63.8% | 0 | 0 | 0 |
| Trinity Valley Community College | Athens | (9) 18.9% | (7) 20.0% | (9) 18.0% | (8) 37.8% | (2) 42.9% | (1) 47.0% | (8) 44.1% | (3) 53.8% | (2) 59.8% | (9) 27.2% | (3) 44.4% | (4) 49.6% | (3) 76.9% | (4) 76.7% | (4) 74.3% | 0 | 0 | 0 |
| Tyler Junior College | Tyler | (2) 25.0% | (1) 25.6% | (2) 25.8% | (9) 27.4% | (9) 21.4% | (9) 25.5% | (7) 48.0% | (7) 50.1% | (7) 52.2% | (6) 33.5% | (8) 29.7% | (7) 40.9% | (4) 74.3% | (2) 77.3% | (2) 75.6% | 2 | 3 | 2 |

Source: 2023, 2024, 2025 Texas Public Higher Education Almanac, unless otherwise noted

* THECB data unavailable due to a reporting error in 2019, so IPEDS data has been substituted

THECB data unavailable due to a reporting error in 2019, so internally calculated data has been substituted

**Almanac Raw Data Statewide Peer Comparison
2022 - 2024 with Rankings**

| Statewide Comparison (similar size/ demographics) | City | Fall Enrollment | | | Graduation Rates: Full-time 3-year (Fall 2019, 2020, 2021 Cohorts) | | | Graduation Rates: Part-time 3-year (Fall 2019, 2020, 2021 Cohorts) | | | Graduation Success: Technical Graduates Employed/Enrolled | | | Average Time to Associate Degree (Years) | | | Average Semester Credit Hour to Associate Degree | | |
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| | | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 |
| | | Kilgore College | Kilgore | (1) 5,177 | (1) 6,067 | (1) 7,198 | (3) 33.4%* | (2) 37.2% | (2) 40.0% | (4) 17.0%# | (7) 13.0% | (6) 15.9% | (7) 82.2% | (6) 86.3% | (7) 85.5% | (2) 3.3 | (1) 3.1 | (1) 2.9 | (6) 73 |
| Alvin Community College | Alvin | (2) 5,175 | (2) 5,269 | (2) 5,510 | (4) 32.0% | (3) 36.5% | (3) 37.3% | (3) 17.5% | (2) 22.1% | (2) 21.8% | (4) 88.8% | (1) 96.7% | (1) 96.5% | (2) 3.3 | (6) 3.5 | (4) 3.4 | (2) 71 | (6) 77 | (5) 71 |
| Brazosport College | Lake Jackson | (5) 4,044 | (6) 4,100 | (7) 3,814 | (1) 37.1% | (5) 34.0% | (7) 34.4% | (5) 16.9% | (6) 19.2% | (3) 19.9% | (5) 86.6% | (3) 93.0% | (2) 95.4% | (4) 3.5 | (4) 3.4 | (2) 3.3 | (2) 71 | (4) 72 | (1) 65 |
| College of the Mainland | Texas City | (3) 4,484 | (3) 4,961 | (3) 5,134 | (2) 33.7% | (1) 38.8% | (4) 37.1% | (2) 22.9% | (1) 25.2% | (1) 26.1% | (6) 85.0% | (5) 88.9% | (6) 86.7% | (6) 3.6 | (3) 3.3 | (4) 3.4 | (5) 72 | (3) 71 | (6) 74 |
| Grayson College | Denison | (6) 3,906 | (5) 4,146 | (5) 4,319 | (6) 27.3% | (4) 34.8% | (1) 44.1% | (6) 15.1% | (5) 19.6% | (4) 19.8% | (3) 88.9% | (7) 84.6% | (4) 90.0% | (4) 3.5 | (4) 3.4 | (6) 3.8 | (2) 71 | (1) 68 | (4) 70 |
| Hill College | Hillsboro | (7) 3,689 | (7) 4,000 | (6) 4,158 | (5) 30.2% | (6) 30.3% | (6) 34.5% | (1) 23.3% | (3) 22.0% | (7) 14.4% | (1) 93.7% | (2) 94.5% | (5) 86.8% | (1) 3.1 | (1) 3.1 | (2) 3.3 | (1) 68 | (2) 69 | (2) 68 |
| Temple College | Temple | (4) 4,231 | (4) 4,378 | (4) 4,867 | (7) 19.7% | (7) 18.0% | (5) 36.2% | (7) 11.5% | (4) 19.9% | (5) 18.9% | (2) 92.1% | (4) 90.4% | (3) 91.3% | (7) 3.7 | (6) 3.5 | (7) 3.9 | (7) 79 | (7) 78 | (7) 79 |

| Statewide Comparison (similar size/ demographics) | City | Transfer Rate (Fall 2016, 2017, 2018 Cohorts) | | | Dev Ed Required: Completed College Math Course (% of Total; Fall 2019, 2020, 2021 Cohorts) | | | Dev Ed Required: Completed College Reading Course (% of Total; Fall 2019, 2020, 2021 Cohorts) | | | Dev Ed Required: Completed College Writing Course (% of Total; Fall 2019, 2020, 2021 Cohorts) | | | % Semester Credit Hour Taught by Full-Time Faculty | | | Financial Stress Indicators (Source: THECB Financial Condition Report) | | |
|---------------------------------------------------|--------------|-----------------------------------------------|-----------|-----------|--------------------------------------------------------------------------------------------|-----------|-----------|-----------------------------------------------------------------------------------------------|-----------|-----------|-----------------------------------------------------------------------------------------------|-----------|-----------|----------------------------------------------------|-----------|-----------|------------------------------------------------------------------------|-----------|------|
| | | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 | 2022 | 2023 | 2024 |
| | | Kilgore College | Kilgore | (4) 22.3% | (2) 25.4% | (1) 25.0% | (1) 51.0% | (5) 35.3% | (2) 42.1% | (2) 65.2% | (6) 50.0% | (5) 56.2% | (4) 46.6% | (5) 43.7% | (3) 54.5% | (1) 79.5% | (2) 80.9% | (2) 79.6% | 0 |
| Alvin Community College | Alvin | (2) 24.0% | (4) 22.4% | (2) 24.0% | (3) 40.0% | (2) 51.8% | (3) 40.2% | (5) 56.8% | (2) 61.5% | (6) 54.9% | (6) 34.1% | (4) 49.2% | (5) 50.9% | (4) 68.5% | (5) 74.0% | (4) 74.7% | 0 | 0 | 0 |
| Brazosport College | Lake Jackson | (3) 22.9% | (1) 29.0% | (6) 17.6% | (2) 41.0% | (4) 38.9% | (4) 39.7% | (6) 56.2% | (7) 48.1% | (7) 49.4% | (2) 53.7% | (7) 38.6% | (7) 45.1% | (2) 78.6% | (4) 75.3% | (5) 74.5% | 0 | 0 | 3 |
| College of the Mainland | Texas City | (6) 18.9% | (6) 18.4% | (5) 18.4% | (5) 35.6% | (1) 53.5% | (6) 36.7% | (1) 67.3% | (1) 70.7% | (2) 66.7% | (7) 27.8% | (1) 60.0% | (2) 63.0% | (6) 57.5% | (6) 62.0% | (6) 62.8% | 2 | 2 | 2 |
| Grayson College | Denison | (7) 12.3% | (7) 12.2% | (7) 16.6% | (7) 27.3% | (7) 23.1% | (7) 25.2% | (7) 54.3% | (4) 57.0% | (3) 61.3% | (5) 45.7% | (3) 49.4% | (6) 49.5% | (5) 60.2% | (7) 60.7% | (3) 78.2% | 0 | 0 | 0 |
| Hill College | Hillsboro | (1) 25.9% | (3) 24.0% | (3) 22.8% | (6) 34.4% | (3) 39.9% | (5) 38.0% | (4) 57.4% | (5) 54.3% | (4) 60.1% | (3) 50.7% | (6) 41.1% | (4) 54.3% | (3) 76.7% | (3) 79.1% | (7) 59.8% | 0 | 0 | 0 |
| Temple College | Temple | (5) 20.8% | (5) 20.1% | (4) 20.1% | (4) 38.0% | (6) 34.4% | (1) 43.8% | (3) 62.4% | (3) 61.2% | (1) 67.0% | (1) 55.9% | (2) 55.7% | (1) 70.6% | (7) 0.2% | (1) 89.3% | (1) 89.6% | 0 | 0 | 0 |

Source: 2023, 2024, 2025 Texas Public Higher Education Almanac, unless otherwise noted

* THECB data unavailable due to a reporting error in 2019, so IPEDS data has been substituted

THECB data unavailable due to a reporting error in 2019, so internally calculated data has been substituted

Kilgore College
Kilgore College Board of Trustees Annual Self-Assessment Questionnaire 2025-2026

| 1 - Board Meetings | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 1. Board meetings are conducted in an effective and efficient manner to accomplish the College's needs and purposes. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% | | | 3.00 | | | |
| Needs Improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

| 1 - Board Meetings | | | | | | | | | |
|---------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 2. Board members are punctual to and attend meetings to conclusion. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 7 | 87.50% | | | 2.88 | | | |
| Needs Improvement | (2) | 1 | 12.50% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.88 | 0.35 | | | | | | | |

| 1 - Board Meetings | | | | | | | | | |
|-----------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 3. The Board reviews agenda materials and is well prepared for the Board meeting. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 7 | 87.50% | | | 2.88 | | | |
| Needs Improvement | (2) | 1 | 12.50% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.88 | 0.35 | | | | | | | |

| 1 - Board Meetings | | | | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 4. Board members respect the opinions of one another and discussions are structured so that all members have an opportunity to contribute to the decision. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% | | | 3.00 | | | |
| Needs Improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

| 1 - Board Meetings | | | | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 5. Board members have adequate information upon which to base decisions and they reach decisions on the basis of study of all available background data and consideration of the recommendations of the administration. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 6 | 75.00% | | | 2.75 | | | |
| Needs Improvement | (2) | 2 | 25.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.75 | 0.46 | | | | | | | |

Kilgore College
Kilgore College Board of Trustees Annual Self-Assessment Questionnaire 2025-2026

| 1 - Board Meetings | | | | | | | | | |
|----------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 6. Board committee structure is conducive to Board performance | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% | | | 3.00 | | | |
| Needs Improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

| 2 - Board Performance and Service | | | | | | | | | |
|-------------------------------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 7. New Board members receive an orientation to rules and responsibilities and College mission and policies. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 6 | 75.00% | | | 2.75 | | | |
| Needs Improvement | (2) | 2 | 25.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.75 | 0.46 | | | | | | | |

| 2 - Board Performance and Service | | | | | | | | | |
|--------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 8. Board members are knowledgeable about community college and state-related issues. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 6 | 75.00% | | | 2.75 | | | |
| Needs Improvement | (2) | 2 | 25.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.75 | 0.46 | | | | | | | |

| 2 - Board Performance and Service | | | | | | | | | |
|--------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 8. Board members are knowledgeable about community college and state-related issues. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 6 | 75.00% | | | 2.75 | | | |
| Needs Improvement | (2) | 2 | 25.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.75 | 0.46 | | | | | | | |

| 2 - Board Performance and Service | | | | | | | | | |
|----------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 9. The Board acts as an advocate for community colleges. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% | | | 3.00 | | | |
| Needs Improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

Kilgore College
Kilgore College Board of Trustees Annual Self-Assessment Questionnaire 2025-2026

| 2 - Board Performance and Service | | | | | | |
|--------------------------------------------------------------|--------|-----------|---------|-------------------|----------|--|
| 10. Board members participate actively in community affairs. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 5 | 62.50% | | 2.63 | |
| Needs Improvement | (2) | 3 | 37.50% | | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 2.63 | 0.52 | | | | |


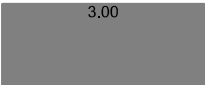
| 2 - Board Performance and Service | | | | | | |
|----------------------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----------|--|
| 11. The Board shows its support for Kilgore College by regularly attending various College events. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 5 | 62.50% | | 2.63 | |
| Needs Improvement | (2) | 3 | 37.50% | | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 2.63 | 0.52 | | | | |


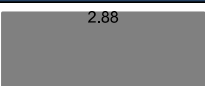

| 2 - Board Performance and Service | | | | | | |
|-----------------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----------|--|
| 12. The Board is knowledgeable about the College's history, values, strengths and weaknesses. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 7 | 87.50% | | 2.88 | |
| Needs Improvement | (2) | 1 | 12.50% | | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 2.88 | 0.35 | | | | |




| 2 - Board Performance and Service | | | | | | |
|----------------------------------------------------------------------------|--------|-----------|---------|-------------------|----------|--|
| 13. The Board helps promote the image of Kilgore College in the community. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 7 | 87.50% | | 2.88 | |
| Needs Improvement | (2) | 1 | 12.50% | | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 2.88 | 0.35 | | | | |



| 2 - Board Performance and Service | | | | | | |
|-----------------------------------------------------------|--------|-----------|---------|-------------------|----------|--|
| 14. The Board provides regular feedback to the President. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 8 | 100.00% | | 3.00 | |
| Needs Improvement | (2) | 0 | 0.00% | | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | |




Kilgore College
Kilgore College Board of Trustees Annual Self-Assessment Questionnaire 2025-2026

| 2 - Board Performance and Service | | | | | | |
|---------------------------------------------------------------------------------------|--------|-----------|---------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--|
| 15. Official Board communication with the President goes through the Board President. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 8 | 100.00% |  |  | |
| Needs Improvement | (2) | 0 | 0.00% | | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | |


| 3 - Conformity to Board By-Laws | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|---------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--|
| 16. The Board clearly understand its role in setting policy and by its actions, demonstrates that it appropriately defers executive management to the administration. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 7 | 87.50% |  |  | |
| Needs Improvement | (2) | 1 | 12.50% |  | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 2.88 | 0.35 | | | | |


| 3 - Conformity to Board By-Laws | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------|--------|-----------|---------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--|
| 17. The Board understands and performs in a manner which shows that it functions as a whole, rather than as nine individuals. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 7 | 87.50% |  |  | |
| Needs Improvement | (2) | 1 | 12.50% |  | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 2.88 | 0.35 | | | | |


| 3 - Conformity to Board By-Laws | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|---------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--|
| 18. The Board is sensitive to the concerns of students and employees while maintaining impartiality and refrains from promoting individual agendas. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 8 | 100.00% |  |  | |
| Needs Improvement | (2) | 0 | 0.00% | | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | |



| 3 - Conformity to Board By-Laws | | | | | | |
|-------------------------------------------------------------------------------------------------------------------|--------|-----------|---------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--|
| 19. Members of the Board reflect Board policy as they individually answer public questions and public statements. | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | Means | |
| Agree | (3) | 7 | 87.50% |  |  | |
| Needs Improvement | (2) | 1 | 12.50% |  | | |
| Disagree | (1) | 0 | 0.00% | | | |
| | | | | 0 25 50 75 100 | Question | |
| Response Rate | Mean | STD | | | | |
| 8/8 (100%) | 2.88 | 0.35 | | | | |



Kilgore College
Kilgore College Board of Trustees Annual Self-Assessment Questionnaire 2025-2026

| 3 - Conformity to Board By-Laws | | | | | | | | | |
|---------------------------------------------------------------------------------|--------|-----------|---------|------------------------------------------------------------------------------------|----|-------|----|-----|----------|
| 20. The Board conducts its meetings in compliance with Texas Open Meetings Act. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% |  | | 3.00 | | | |
| Needs Improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

| 3 - Conformity to Board By-Laws | | | | | | | | | |
|----------------------------------------------------------------------------------|--------|-----------|---------|------------------------------------------------------------------------------------|----|-------|----|-----|----------|
| 21. The Board is sensitive to the needs of the community and community feedback. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% |  | | 3.00 | | | |
| Needs Improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

| 4 - Strategic Planning and Annual Processes | | | | | | | | | |
|----------------------------------------------------------------------|--------|-----------|---------|--------------------------------------------------------------------------------------|----|-------|----|-----|----------|
| 22. Board meetings include education, training and information time. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% |  | | 3.00 | | | |
| Needs Improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

| 4 - Strategic Planning and Annual Processes | | | | | | | | | |
|--------------------------------------------------------------------------------|--------|-----------|---------|--------------------------------------------------------------------------------------|----|-------|----|-----|----------|
| 23. The Board is appropriately involved in and understands the budget process. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 6 | 75.00% |  | | 2.75 | | | |
| Needs Improvement | (2) | 2 | 25.00% |  | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.75 | 0.46 | | | | | | | |

| 4 - Strategic Planning and Annual Processes | | | | | | | | | |
|------------------------------------------------------------|--------|-----------|---------|--------------------------------------------------------------------------------------|----|-------|----|-----|----------|
| 24. The Board gives adequate attention to future planning. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 6 | 75.00% |  | | 2.75 | | | |
| Needs Improvement | (2) | 2 | 25.00% |  | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.75 | 0.46 | | | | | | | |

| 4 - Strategic Planning and Annual Processes | | | | | | | | | |
|-------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 25. The Board has a process for the annual evaluation of the President. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 7 | 87.50% | | | 2.88 | | | |
| Needs Improvement | (2) | 1 | 12.50% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.88 | 0.35 | | | | | | | |

| 4 - Strategic Planning and Annual Processes | | | | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 26. The Board assumes the initiative for taking care of the needs of the President by providing her with a competitive salary, benefits and positive work environment. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% | | | 3.00 | | | |
| Needs Improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

| 4 - Strategic Planning and Annual Processes | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 27. The Board acts as a strong advocate for the faculty and staff and strives to28. The Board is aware of the SACSCOC reaccreditation efforts and involved appropriately. provide competitive salaries and benefits. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% | | | 3.00 | | | |
| Needs Improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

| 4 - Strategic Planning and Annual Processes | | | | | | | | | |
|-------------------------------------------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| 28. The Board is aware of the SACSCOC reaccreditation efforts and involved appropriately. | | | | | | | | | |
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 7 | 87.50% | | | 2.88 | | | |
| Needs Improvement | (2) | 1 | 12.50% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 2.88 | 0.35 | | | | | | | |

| 5 - 29. Overall the Board functions most effectively. | | | | | | | | | |
|-------------------------------------------------------|--------|-----------|---------|-------------------|----|-------|----|-----|----------|
| Response Option | Weight | Frequency | Percent | Percent Responses | | Means | | | |
| Agree | (3) | 8 | 100.00% | | | 3.00 | | | |
| Needs improvement | (2) | 0 | 0.00% | | | | | | |
| Disagree | (1) | 0 | 0.00% | | | | | | |
| | | | | 0 | 25 | 50 | 75 | 100 | Question |
| Response Rate | Mean | STD | | | | | | | |
| 8/8 (100%) | 3.00 | 0.00 | | | | | | | |

Kilgore College

Kilgore College Board of Trustees Annual Self-Assessment Questionnaire 2025-2026

6 - 30. What would you consider to be the Board's major accomplishments this past year?

Response Rate 8/8 (100%)

- Working toward and in the search for a new President after the retirement of Dr. Kays.
- Building maintenance, which consists of redoing the Dodson Auditorium. Making sure that the salaries of the staff is compatible with other Colleges so that we can keep staff.
- Bringing in a new Interim President who immediately started streamlining departments and department heads.
- Growths
- I think we accomplish alot it's not just one
- 2025 saw major changes for Kilgore College; I think the board did an excellent job in planning the transfer of power while maintaining a positive work environment for employees.
- Dismissal of the previous ineffective President.
- KC experienced a great deal of change in the past year including the retirement of the president, the departure of 3 VPs, and board turnover in 4 board positions. Despite the challenges, the board remained focused and united. The board had some difficult conversations, but we remained respectful and did not allow differences of opinions to stifle progress.

7 - 31. Do you have any concerns in the way the Board now functions? If so, please identify the area(s) along with any suggestions for improvement.

Response Rate 8/8 (100%)

- We are unifying now as we have a full board who seem to have banded together.
- The board needs to remember to work together so that it makes those right decisions for not only the students and faculty but also the community. I do believe that the more training the board has the better the board becomes. Making sure that KC Campus Police have the necessary tools they need to operate.
- Be sure the Board is ensuring those in leadership positions realize that there is new leadership at the College, and reinforcing all employees need to move forward with the current administration.
- Being active
- No
- None
- None.
- I feel the board is functioning the best it has since I've been on the board. Board members are engaged, ask questions, and have meaningful discussions.

8 - 32. What specific goals would you suggest that the Board pursue for next year?

Response Rate 8/8 (100%)

- Complete the search for a new President. Work toward solidifying the IT and financial issues here at KC as well.
- Making sure that the new President has the necessary tools that they need to complete job. Making sure that the Longview campus has updated camera system throughout the entire campus so that the students, faculty, and community is safer. Annexing with the City of Longview. Making sure the campus/building on both Longview and Kilgore is in working conditions, which has no foundation problems, black mole, and etc. Finishing the Dodson Auditorium with lighting and other facial make-ups. Cutting some of the auxiliaries that are not making money at KC.
- Continue to look at cutting costs on things that are not working, such as print shop. Things from the previous administration that are not serving in the best interest of the College and the community need serious attention and decisions need to be made decisively.
- Being active
- Keep working together
- I would like to see the Board have a 5-year financial plan.
- Get a new President as soon as possible and get the school back on track.
- The board needs to focus on more long term planning with the new president in place. KC has many challenges ahead and the board needs a strong strategic plan in place to address the challenges.





9 - 33. What is the legacy of this Board?

Response Rate 8/8 (100%)

- We have worked to return Kilgore College to an institution that belongs to the community and is one of which they are proud.
- Kilgore College legacy began in 1935 as a pioneering East Texas institution. KC hold a strong reputation for the founding world-famous Rangerettes drill team, which was created in 1940. List below are some of the key pillars of KC Legacy, The KC Rangerettes who was created by Gussie Nell Davis, Historical Significance-1930 oil boom, which links to the East Texas Oil Museum, Academic and Career Training, which has helped numerous graduates become entrepreneurs, and became famous football players who made it to the NFL, Cultural and Athletic Hub, which includes the Texas Shakespeare Festival, and the Hall of Fame honoring, and the Adaptability and Growth, which has allowed KC to celebrate 90 years of service.
- Hopefully bringing in a qualified President who can right the ship. We need to get back to a College that is community centered and a President who is actively involved in the community.
- Students success
- Strong
- To be advocates of Kilgore College Students and employees.
- It should be selfless service.
- I hope the legacy of this board will be we took KC from a position of surviving to one of thriving. The landscape for higher education is rapidly changing, and tough decisions will need to be made to protect the future fo KC for many years to come. I hope this board is seen as a visionary board.





10 - Rate how successful you believe the Board has been in addressing these broad categories of concerns and goals identified in responses to the 2024-2025 self-assessment questionnaire:

34. Maintaining unified leadership and speaking with one voice in support of the College's mission.

| Response Option | Weight | Frequency | Percent | Percent Responses | Means |
|------------------------------------------------------------------------------------------------------|-------------|------------|---------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fully Achieved | (4) | 3 | 37.50% |  | <div style="display: flex; align-items: center; justify-content: center;"> <div style="margin-right: 10px;">3.25</div>  </div> |
| Substantially Achieved | (3) | 4 | 50.00% |  | |
| Partially Achieved | (2) | 1 | 12.50% |  | |
| Not Yet Achieved | (1) | 0 | 0.00% | | |
| Insufficient Information/Not in Position to Assess (Only for Trustees who joined after January 2025) | (0) | 0 | 0.00% | | |
| | | | | 0 25 50 75 100 | Question |
| Response Rate | Mean | STD | | | |
| 8/8 (100%) | 3.25 | 0.71 | | | |






10 - Rate how successful you believe the Board has been in addressing these broad categories of concerns and goals identified in responses to the 2024-2025 self-assessment questionnaire:

35. Advocating for students and employees in Board actions and decisions.

| Response Option | Weight | Frequency | Percent | Percent Responses | Means |
|------------------------------------------------------------------------------------------------------|-------------|------------|---------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fully Achieved | (4) | 3 | 37.50% |  | <div style="display: flex; align-items: center; justify-content: center;"> <div style="margin-right: 10px;">3.43</div>  </div> |
| Substantially Achieved | (3) | 4 | 50.00% |  | |
| Partially Achieved | (2) | 0 | 0.00% | | |
| Not Yet Achieved | (1) | 0 | 0.00% | | |
| Insufficient Information/Not in Position to Assess (Only for Trustees who joined after January 2025) | (0) | 1 | 12.50% |  | |
| | | | | 0 25 50 75 100 | Question |
| Response Rate | Mean | STD | | | |
| 8/8 (100%) | 3.43 | 0.53 | | | |

10 - Rate how successful you believe the Board has been in addressing these broad categories of concerns and goals identified in responses to the 2024-2025 self-assessment questionnaire:

36. Fostering a collaborative work environment for faculty and staff.

| Response Option | Weight | Frequency | Percent | Percent Responses | Means |
|------------------------------------------------------------------------------------------------------|-------------|------------|---------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fully Achieved | (4) | 2 | 25.00% |  | <div style="display: flex; align-items: center; justify-content: center;"> <div style="margin-right: 10px;">3.14</div>  </div> |
| Substantially Achieved | (3) | 4 | 50.00% |  | |
| Partially Achieved | (2) | 1 | 12.50% |  | |
| Not Yet Achieved | (1) | 0 | 0.00% | | |
| Insufficient Information/Not in Position to Assess (Only for Trustees who joined after January 2025) | (0) | 1 | 12.50% |  | |
| | | | | 0 25 50 75 100 | Question |
| Response Rate | Mean | STD | | | |
| 8/8 (100%) | 3.14 | 0.69 | | | |

10 - Rate how successful you believe the Board has been in addressing these broad categories of concerns and goals identified in responses to the 2024-2025 self-assessment questionnaire:

37. Evaluating and improving employee compensation as budget conditions allow.

| Response Option | Weight | Frequency | Percent | Percent Responses | Means |
|------------------------------------------------------------------------------------------------------|-------------|------------|---------|----------------------------|---------------------------------------------|
| Fully Achieved | (4) | 2 | 25.00% | | <div style="text-align: center;">3.14</div> |
| Substantially Achieved | (3) | 4 | 50.00% | | |
| Partially Achieved | (2) | 1 | 12.50% | | |
| Not Yet Achieved | (1) | 0 | 0.00% | | |
| Insufficient Information/Not in Position to Assess (Only for Trustees who joined after January 2025) | (0) | 1 | 12.50% | | |
| | | | | 0 25 50 75 100 | Question |
| Response Rate | Mean | STD | | | |
| 8/8 (100%) | 3.14 | 0.69 | | | |

10 - Rate how successful you believe the Board has been in addressing these broad categories of concerns and goals identified in responses to the 2024-2025 self-assessment questionnaire:

38. Strengthening academic programs and departments, including Music and Health Sciences.

| Response Option | Weight | Frequency | Percent | Percent Responses | Means |
|------------------------------------------------------------------------------------------------------|-------------|------------|---------|----------------------------|---------------------------------------------|
| Fully Achieved | (4) | 3 | 37.50% | | <div style="text-align: center;">3.14</div> |
| Substantially Achieved | (3) | 2 | 25.00% | | |
| Partially Achieved | (2) | 2 | 25.00% | | |
| Not Yet Achieved | (1) | 0 | 0.00% | | |
| Insufficient Information/Not in Position to Assess (Only for Trustees who joined after January 2025) | (0) | 1 | 12.50% | | |
| | | | | 0 25 50 75 100 | Question |
| Response Rate | Mean | STD | | | |
| 8/8 (100%) | 3.14 | 0.90 | | | |

10 - Rate how successful you believe the Board has been in addressing these broad categories of concerns and goals identified in responses to the 2024-2025 self-assessment questionnaire:

39. Strategically responding to HB 8 to align programs and maximize funding.

| Response Option | Weight | Frequency | Percent | Percent Responses | Means |
|------------------------------------------------------------------------------------------------------|-------------|------------|---------|----------------------------|---------------------------------------------|
| Fully Achieved | (4) | 4 | 50.00% | | <div style="text-align: center;">3.43</div> |
| Substantially Achieved | (3) | 2 | 25.00% | | |
| Partially Achieved | (2) | 1 | 12.50% | | |
| Not Yet Achieved | (1) | 0 | 0.00% | | |
| Insufficient Information/Not in Position to Assess (Only for Trustees who joined after January 2025) | (0) | 1 | 12.50% | | |
| | | | | 0 25 50 75 100 | Question |
| Response Rate | Mean | STD | | | |
| 8/8 (100%) | 3.43 | 0.79 | | | |

10 - Rate how successful you believe the Board has been in addressing these broad categories of concerns and goals identified in responses to the 2024-2025 self-assessment questionnaire:

40. Advancing campus facility improvements, including Dodson Auditorium.

| Response Option | Weight | Frequency | Percent | Percent Responses | Means |
|------------------------------------------------------------------------------------------------------|-------------|------------|---------|-------------------|----------|
| Fully Achieved | (4) | 4 | 50.00% | | 3.25 |
| Substantially Achieved | (3) | 2 | 25.00% | | |
| Partially Achieved | (2) | 2 | 25.00% | | |
| Not Yet Achieved | (1) | 0 | 0.00% | | |
| Insufficient Information/Not in Position to Assess (Only for Trustees who joined after January 2025) | (0) | 0 | 0.00% | | |
| | | | | 0 25 50 75 100 | Question |
| Response Rate | Mean | STD | | | |
| 8/8 (100%) | 3.25 | 0.89 | | | |

10 - Rate how successful you believe the Board has been in addressing these broad categories of concerns and goals identified in responses to the 2024-2025 self-assessment questionnaire:

41. Increasing awareness of and responsiveness to community needs.

| Response Option | Weight | Frequency | Percent | Percent Responses | Means |
|------------------------------------------------------------------------------------------------------|-------------|------------|---------|-------------------|----------|
| Fully Achieved | (4) | 3 | 37.50% | | 3.43 |
| Substantially Achieved | (3) | 4 | 50.00% | | |
| Partially Achieved | (2) | 0 | 0.00% | | |
| Not Yet Achieved | (1) | 0 | 0.00% | | |
| Insufficient Information/Not in Position to Assess (Only for Trustees who joined after January 2025) | (0) | 1 | 12.50% | | |
| | | | | 0 25 50 75 100 | Question |
| Response Rate | Mean | STD | | | |
| 8/8 (100%) | 3.43 | 0.53 | | | |

10 - Rate how successful you believe the Board has been in addressing these broad categories of concerns and goals identified in responses to the 2024-2025 self-assessment questionnaire:

42. Participating in College and community events to enhance engagement and visibility.

| Response Option | Weight | Frequency | Percent | Percent Responses | Means |
|------------------------------------------------------------------------------------------------------|-------------|------------|---------|-------------------|----------|
| Fully Achieved | (4) | 3 | 37.50% | | 3.25 |
| Substantially Achieved | (3) | 4 | 50.00% | | |
| Partially Achieved | (2) | 1 | 12.50% | | |
| Not Yet Achieved | (1) | 0 | 0.00% | | |
| Insufficient Information/Not in Position to Assess (Only for Trustees who joined after January 2025) | (0) | 0 | 0.00% | | |
| | | | | 0 25 50 75 100 | Question |
| Response Rate | Mean | STD | | | |
| 8/8 (100%) | 3.25 | 0.71 | | | |