Board of Trustees – Retreat
July 23, 2026
Minutes

Attendance

Board Members Present:
Tim Carr, Justin Hubbs, Jeff Page, Richard Parker, Patty Wood

Leadership Members Present:
Keith Acuff, Dr. Brent Bates, Allison Brosch, James Cunningham, Mark Haverly, Dr. Thomas Havron, Darci McFail, Dr. Michael Murders, Lisa Oesterle, Eric Rehmer, Sam Schleicher, Scott Simoneaux, Jo Lynn Turley

Guests Present:
Tim Carter, Garry Holstein, John Meehan, Mary Meehan, Katie Poppen, Amanda Lutjen-von Senden, Dianne Simon

DATE/TIME/LOCATION

The Board of Trustees met in a retreat in an open forum on Thursday, July 23, 2026, at 4:00 p.m. in the Ellebracht A & M Conference Room. The meeting was not livestreamed or recorded.

CALL TO ORDER - RETREAT (Presenter: Board President Patricia Wood)

President Wood called the meeting to order at 4:00 p.m.

APPROVAL OF THE AGENDA

Mr. Carr moved that the Board of Trustees approve the agenda for July 23, 2026. Mr. Hubbs seconded the motion; motion carried (Yes-5; No-0).

REVIEW OF MISSION, VISION, VALUES, AND PLANNING CYCLE (Presenter: President Dr. Brent Bates)

Dr. Bates reminded the team of the college's Mission and Values, which guides leadership decision-making. He also shared the updated Planning Cycle—our longstanding framework for assessment, prioritization, budgeting, and implementation—highlighting new timeline additions specifically dedicated to strategic planning budget allocation.

SFCC Planning Cycle.docx

SFCC Signals (Presenter: Dr. Bates)

Dr. Bates lead the Board members in a discussion on "Signals" and how they may impact future programming and decisions.

Strategic Foresight are principals that lead us through our Strategic planning. Andrea Henderson initially helped facilitate us with this and was also lead the MCCA Trustees and Executive Leadership at their recent conference. It's a way of thinking in considering future conditions and using it to determine our future planning.

Thinking about the future we need to consider today's reality, and what is emerging and rising and where things are heading. What are Signals? Signals are not a trend, but something smaller and stranger. What is moving underneath in the Social, Technological, Economic, Environmental, and Political (federal policies) realm? Board and ELT Members suggested the following Signals:

- Population shifts - gradual drops, "grayer", decreased tax base, smaller pipeline, more demand for replacement workers, underused facilities, reliance on adult learners
- Focus on job readiness and stability vs. completing a degree
- Performance Funding - State Support - tying funding to being result orientated. How will this affect community college viability?
- Relocation into our area
- Digital transformation
- Meet them where they are (times, formats)
- Youth affected by COVID don't communicate well and shy away from "brick and mortar"
- AI Instructors
- Other ways

These ideas will expand our thinking to help in future considerations and plans.

ELT Signals, Retreat 2026.docx

Strategic Foresight BOT Planning 2026.ppt.pptx

REVIEW OF DATA (Presenter: Executive Director Darci McFail)

Executive Director of Strategic Services, Darci McFail, reviewed with the Board the updated Report Card, the National Community College Benchmark Project (NCCBP) findings, and the College Employee Satisfaction Survey (CESS) results.

- **Report Card**
  - Captures Key Indicators.
  - Darci reviewed the results of our 2026 Report Card data on Completion Rate, Job Placement Rate, Fall-to-Fall FT Retention, % HS Market Share, Credit Hours Produced, Customized Workforce Trainings Provided
  - Keith reviewed the Financial Performance data, which included the Annual Revenues over Expenditures, Available Cash as % of Annual Expenditures, and Composite Financial Indicator
- **National Community College Benchmark Project Findings**
  - **Shows Strengths:**
    - Gateway Momentum Rate - Comp I (*95th percentile*)
    - Satisfaction w/ Academic Advising/Counseling (*94th percentile*)
    - Concurrent High School Program Enrollee Success Rate (*89th percentile*)
    - Concurrent High School Program Retention Rate (*87th percentile*)
    - Credit Momentum Rate-12 credits in 1 semester (*87th percentile*)
    - Satisfaction with Campus Climate (*86th percentile*)
    - Credit Momentum Rate-24 credits in first year (*85th percentile*)
    - Credit Momentum Rate-15 credits in first year (*84th percentile*)
    - Gateway Momentum Rate-Comp I and Math (*84th percentile*)
    - Satisfaction w/ Support Services (*83rd percentile*)
  - **Key Implications:**
    - The college has built a strong high school pipeline and is highly effective at ensuring those students succeed once enrolled.

        - Students perceive the institution very positively and appear to have an unusually strong access to support services compared with Missouri peers.
        - The institution demonstrates a particular strength in helping students persist and succeed in foundational English coursework.
    - **Opportunities for Improvement:**
        - CCSSE Support for Learners Benchmark Mean (*3rd percentile*)
        - CCSSE Student Effort Benchmark Means (*3rd percentile*)
        - % of FT, First-Time Students that Transferred in Two Years (*10th percentile*)
        - % of PT, First-Time Students that Completed in Six Years (*14th percentile*)
        - % of PT, First-Time Students that Completed or Transferred in Three Years (*15th percentile*)
        - % PT, First-Time Students that Completed or Transferred in Six Years (*15th percentile*)
        - % of Students that Received a Passing Grade in Math Developmental/Remedial Courses of those that Completed the Course (*21st percentile*)
        - Would Enroll Here Again (*22nd percentile*)
        - % of FT, First-Time Students that Completed OR Transferred in Three Years (*25th percentile*)
    - **Key Implications:**
        - Student credit accumulation is improving, but those gains are not consistently translating into completion and transfer outcomes. This is the most significant performance gap relative to Missouri peers.
        - The largest disconnect in the report is that satisfaction is very high while engagement results are very low.
        - Math outcomes are generally weaker than writing outcomes.
        - The institution has been very successful in concurrent enrollment but may have substantial room to expand adult learners, workforce training, and community outreach.
    - **Leadership Takeaway:** The college has built a strong foundation of student support and early success. The next strategic challenge is converting that strong student experience into higher transfer success, deeper engagement, and broader market reach.
    - **NCCBP Analysis from ELT Retreat**
        - **Strengths:** Top Votes in Order - 1) Concurrent Retention/Success; 2) Tuition & Fees/Cr. Hr.; 3) Student Satisfaction; 4) Credit Momentum; 5) 6-yr. Completion & Transfer; 6) Composition Success.
        - **Opportunities:** Top Votes in Order - 1) Completion and/or Transfer < 6 yrs.; 2) Math Retention & Success; 3) Distance Learning; 4) Credit for Prior Learning; 5) % Minority Employees
- **CESS Findings**
    - Reviewed 2024 Survey Results (only one question was below the benchmark, but all others stayed the same, or were above the norm). We were coming out of COVID and had just come out of a leadership transition. Overall Satisfaction was 71% satisfied. 2026 survey has been changed, so probably cannot make the comparison between 2024 and 2026. But we can compare ourselves to other colleges. We were above our peer group in 36 of the 48 questions.
    - Four items were significantly above the benchmark: 1) I am empowered to resolve problems quickly. 2) People of all backgrounds are treated fairly at this institution. 3) This institution treats students as its top priority. 4) I have opportunities for professional development.

2025 Traditional NCCBP - All.xlsx

CESS 2026 Presentation.pptx

National Community College Benchmark Project Analysis.docx

Placemat Draft 2026.pdf

Report Card 2026.docx

STRATEGIC PLAN REVIEW (Presenter: Executive Director Darci McFail)

Darci reviewed the 2025-2026 FAST Goals that have been established. Our Transformational Concepts are Community Hub, K-12 Relationships, Work, Learn Thrive, and Comprehensive Support for Student Success. She went over each Concept and the results that came from each.

- Community Hub - Lead by Michele Rupard
  - Create an indelible connection between SFCC and Sedalia by highlighting SFCC's history, increasing our visibility, and integrating our cultural, athletic, and educational resources into the daily life of residents.
  - Develop and implement a plan to increase services to and engagement with Benton County residents.
- K-12 Relationships - Lead by Kristy Woolery
  - Coordinate with K-12 administrators to design and schedule collaborative professional development for K-12 and SFCC faculty to learn with and from one another.
  - Expand partnerships with K-12 schools in Benton County by developing MOUs that meet the individual needs of school districts.
- Work, Learn, and Thrive - Lead by Rochelle Hockett
  - Embed career-connected learning across the academic experience.
  - Systemically gather employer and students feedback on technical and essential skill attainment to inform changes and improve student preparation.
- Comprehensive Support for Student Success - Lead by Dr. Cara Barth Fagan
  - Create a comprehensive Enrollment Management Plan that includes strategies to optimize student retention and drive on-time completion.
  - Identify courses that act as barriers to on-time completion and take action to increase student success.

Strategic Initiative Fund Expenditures

- $100,000 was allocated for expenses that came from these strategic initiatives; total spent was $60,803.44
  - Community Hub - $19,032.69
    - Allocated $4,800 for information gathering (community forums, paid social media promotion of survey, incentives to complete surveys)
    - Allocated $20,750 for equipment to host events (MIB, speaker systems, branded tents and banners, etc.)
    - Allocated $5,787 for SportsKey software to manage usse of new athletic complex
  - K-12 Relationships - $222.64
    - Allocated $46,500 for a part-time position that did not come into fruition. A small portion was used for travel and supplies for the STEM demonstrations in Warsaw.
  - Work, Learn, Thrive - $2,970.07
    - Allocated $9,550 for professional memberships (NACE, ACTE) and professional development
  - Comprehensive Support - $38,578.04
    - Allocated $37,250 for EdSights early alert system
    - Allocated $1,330 for student engagement tracker systems

Review of FY26 FAST Goals.pptx

CAMPUS MASTER PLAN REVIEW (Presenter: President Dr. Brent Bates)

SFCC does a good job of planning and implementing our initiatives. If you look back at our previous master plans, most of the ideas have been implemented. He would like to make sure we keep the new Master Plan in the forefront. As funding opportunities come up, at least we already have a list of projects to use for our funding requests.

Planning Priorities (Page 75): Modern and Active Learning Environments, Proactive Deferred Maintenance, Making Underutilized Spaces Work Harder, Overall Campus Experience, 360-Degree Campus, Campus Expansion and Connection, Connecting the Whole Campus, and Welcoming Front Door.
Phasing of Master Plan and Estimated Costs:

- Phase 1 - 2026-2028 - $30,785,395
- Phase 2 - 2028-2032 - $65,347,963
- Phase 3 - 2032-2036 - $34,737,834
- Phase 4 - 2036-2041 (End Vision) - $110,812,500

Maintenance and Repair: In the master plan, priorities were identified with some being urgent, medium, or low urgency. #1 priority is Hopkins Bldg. w/ HVAC, plumbing, foundation, and roof issues. #4 priority is Heckart Bldg. w/ roof, HVAC (connected to Yeater), windows, and flooring. #5 Yeater Bldg. w/ HVAC, window and HVAC. #6 Daum w/ moisture, roof. #8 MPC w/ failing exterior wall, roof, HVAC. Stauffacher has been added with a roof replacement, HVAC, and VAB boxes. Old Residence Hall has a lot of issues and we need to figure out how to make improvements. Automotive building. The Board feels that it's very important to prioritize these maintenance issues. There is a grant that has been submitted that will help with plumbing repairs to the old Residence Hall.

SFCC-2026-Campus-Facilities-Master-PlanFull.pdf

BOARD TRUSTEE CANDIDATE INTERVIEWS

Due to the resignation of a Board Member, applications were accepted for candidates to fill the vacant spot on the Board of Trustees. Each of the candidates attested to meeting the published requirements to serve on the SFCC Board of Trustees. They were each at the meeting for a short interview with the Board and were asked the same three questions:

- What is your motivation or what do you hope to accomplish while serving on the Board?
- What experience in your past has best prepared you for your fiduciary responsible to the college?
- Is there anything else you would like to say or have us know?

- **Tim Carter** - Motivation comes down to service. He would like to serve his community. He has served on several boards, including the Green Ridge School Board, and with Southwest Baptist University. They have worked with presidential search campaigns, campus buildings, etc. Familiar with HLC. Has a good idea of governance in higher ed and has fiduciary experience with SBU. He would be glad to fill this position for the remainder of the term, and is not sure if he would run after the term is over.
- **Amanda Lutjen-von Senden** - Big proponent of servant leadership. Works in a credit union and volunteering has been instilled in her. Has lived in Benton County most of her life. Went too SFCC and has huge passion for SFCC. Has a lot of family who have been through SFCC. Director of Compliance at credit union that reviews compliance and policies. Very involved in Board meetings. She served on Benton County Foundation and Senior Service Tax Board. She feels SFCC provides so much good that goes back into our community. Looks for opportunity to help the college.
- **Katie Poppen** - Passionate about education and our community. Would like to fill the position on the Board to advocate for Benton Co. Has strong background in education and feels that she has a student perspective. She is serves on a board in Cole Camp, which also deals with facilities and staff retention as the same issues her other board deals with. Cole Camp residents work hard for their money and want to make sure they are getting quality for that. Katie was recently an occupational therapist and has made a career change. She enjoys working to solve problems and implementing plans.
- **John Meehan** - John gave a compliment to the current Trustees and was impressed in how prepared the members were for this retreat. John feels he would bring quality and commitment, just as Amie did. Community is important to him and gives him an opportunity to be connected. Was in charge of students loans at local banks and also taught some courses at SFCC. Motivation is to carry that community engagement. Spent 30 years in banking and finance industry. Detail oriented. He expanded

the community engagement and wanted to to see the community take more pride in this area. He was part of the group that helped with putting logos on the water towers.

- **Dianne Simon** - Grew up in Benton County, and would like there to be more of a connection with their schools, would also like the college to become more of a community location for events. Has worked in an attorney's office and manages over 100 million dollars in assets with Thompson Hills. Through law background, she is a trustee handling client trusts. On Benton County Foundation Board. Comes from a strong family and has the strong ability to lead because of being one of the oldest. Her position has given her the skills to help the community college.

Carter - Letter of Interest.pdf

Lutjen-von Senden - Email.pdf

Simon - Letter of Interest.pdf

Meehan - Letter of Interest.pdf

Poppen - Letter of Interest.pdf

BOARD TRUSTEE SELECTION

Following a vote by ballot, Ms. Dianne Simon was appointed to the Board of Trustees on the third ballot. Upon her appointment, Ms. Simon continued with the meeting as a Trustee.

- Vote #1 Results: 2 votes for Katie Poppen, 3 votes for Dianne Simon, 2 votes for John Meehan (vote thrown out due to too many candidates chosen on one ballot)
- Vote #2 Results: 1 vote for Katie Poppen, 2 vote for Dianne Simon, 1 vote for John Meehan, 1 vote for Amanda Lutjen-von Senden (no majority)
- Vote #3 Results: **3 votes for Dianne Simon**, 1 vote for Amanda Lutjen-von Senden, 1 vote for John Meehan **(Dianne Simon gets majority)**

FY28 BUDGET and BEYOND (Presenters: Vice President Keith Acuff, President Dr. Brent Bates)

- Program/Service Review Future Preview
  - Mr. Acuff reviewed the list of budget requests made from program/service reviews for FY27.
- Maintenance and Repair List
  - Mr. Acuff reviewed the current list of campus buildings and items that need major maintenance and repairs.
- Board Priorities for FY28 Budget
  - The Board would like a prioritized list from Keith and Leadership of maintenance.
  - Building stability and HVAC are important
  - Diligence in finding grant resources (Title III would require a grant writer hire for a percentage of the grant.)
  - Jefferson City Campus - in order to increase enrollment this is necessary.

June_2026_Financial_Report_BOT.pdf

SFCC Budgeting 2028.pdf.pptx

Inflation CPI Graph BOT MTg May 28 2026 Budget.pdf

FY27 MCCA Tuition & Fees each Community College FY26 Board Retreat.pdf

State Fair Community College Debt Service Schedule BOT Retreat July 2026.pdf

BOT July 2026 Retreat 5 yr Budget forecast.pdf

SFCC FY28 Program Service Review.pdf

SFCC FY26 Board Retreat Headwinds and Tailwinds.pdf

NEXT MEETING

The next Board of Trustees General Session meeting will be held on Thursday, August 27, 2026, at 5:30 p.m. in the Hopkins Board Room.

RETREAT ADJOURNED

Mr. Hubbs moved to adjourn the Board Retreat. Mr. Page seconded the motion; motion carried (Yes-5; No-0).

Tim Carr, Secretary

Lisa M. Oesterle, Recording Secretary

Jo Lynn Turley, Custodian of Records
jturley@sfccmo.edu or (660) 596-7222