



THREE RIVERS COLLEGE

Invocation

Approval

of the

March Agenda

Approval

of the

February Minutes

A G E N D A
REGULAR SESSION
Wednesday March 18, 2026
12:00 p.m.

- I. Invocation and Pledge of Allegiance**

- II. Approval of March Agenda**
 - 1. Consideration and Approval of the March Agenda

- III. Approval of the February Minutes**
 - 1. Consideration and Approval of Minutes from the February Board Meeting.

- IV. Consideration of College Financial Report**
 - 1. Statement of Revenues, Expenses, and Changes in Net Assets
 - 1. Monthly Financial Statements
 - 2. Budget to Actual Financial Statements
 - 2. Cash in Bank
 - 3. Certificates of Deposits
 - 4. Checks Issued
 - 5. Bid Report

- V. President's Report**

- VI. Executive Session** (Permissible under guidelines of MO Rev. Statute Section 610.021.1 Legal – Legal actions, causes of action or litigation involving a public governmental body and confidential and privileged communications between a public governmental body and its attorney; Section 610.021.2 – Real Estate – Leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefore; section 610.021.3 – Personnel – Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded.)

- VII. Items for Consideration, Discussion, and Vote**
 - 1. Consideration, Discussion, and Vote-GAP-1140 Institutional Effectiveness

VIII. Consideration and Approval of all Personnel Actions and Associated Documents

1. Acceptance of Employment

- a) Kristin Brooks, Outreach Specialist/Educational Talent Search
- b) Susan McConnell, Instructor, Social Science, Psychology

2. Acceptance of Resignation

- a) Angel Kennon-Spencer, Administrative Assistant, Physical Plant
- b) Joanna Priest, Administrative Assistant, Paramedic & Fire Science

IX. Appendix

1. Informational Items

2. Upcoming Events

X. FY26 Board of Trustees Meeting Dates

- April 15, 2026
- May 20, 2026
- June 17, 2026

X. Adjournment

**BOARD OF TRUSTEES
THREE RIVERS COLLEGE
February 25, 2026**

The regular meeting of the Board of Trustees began at 12:03 p.m. on Wednesday, February 25, 2026.

Those present included Trustees: Dr. Tim Hager, Chair, Dr. Amber Richardson, Vice-Chair, Gary Featherston, Secretary; Chris Williams, Treasurer; Eric Schalk, Member; and Darren Garrison, member; Dr. Wesley Payne, College President; Mark Richardson, College Attorney; and Melody Dolle-Ducote, recording secretary.

Trustee Featherston delivered the invocation.

Trustee Garrison made the motion to approve the February meeting agenda. On a second from Trustee Richardson, the motion passed unanimously.

Trustee Featherston made a motion to accept the January Meeting Minutes as presented. On a second by Trustee Richardson, the motion passed unanimously.

Charlotte Eubank, Chief Financial Officer for the college, reviewed the college financial report as of the end of January 2026. Currently, we have obligated 49% of our budgeted expenses at 58% into the fiscal year.

Trustee Featherston made the motion to accept the financial report as presented. With a second by Trustee Garrison, the motion passed unanimously.

Dr. Payne presented the following with the board and public audience in attendance:

On January 22, 2026, Three Rivers College held a ribbon cutting for the new Farm Credit Classroom Building. This building, built by Clinton Construction, expands agricultural education for Three Rivers and our students.

CALL TO ORDER

ATTENDANCE

INVOCATION

**APPROVAL OF THE
FEBRUARY MEETING
AGENDA**

**APPROVAL OF THE
JANUARY
BOARD MEETING MINUTES**

**PRESENTATION OF THE
FINANCIAL REPORT**

**APPROVAL OF
FINANCIAL REPORT**

PRESIDENT'S REPORT

**FARM CREDIT CLASSROOM
RIBBON CUTTING**

The Three Rivers Endowment Trust raised over \$6500 for scholarships through their Sikeston Music Bingo event on January 30, 2026. Bo's Breakfast and Bar-B-Q, a proud supporter of Three Rivers College, sponsored the nacho bar.

SIKESTON MUSIC BINGO

The 34th annual Three Rivers College Jazz Festival was held on February 5-7, 2026. Jazz Bands from area high schools and colleges attend this event each year. The event included a Patrons of the Arts Performance by the M.O.B.B. (Missouri Big Band). The group also held a clinic for students.

34TH ANNUAL JAZZ FESTIVAL

Stacey Burkey was named Raider of the Year during the Raider Reunion on February 21, 2026. Burkey was recognized during the game.

RAIDER OF THE YEAR 2026

The Three Rivers Athletic Hall of Fame, 2026 inductees were honored at the Hall of Fame Banquet on February 20, 2026. Sam Weaver, Stephanie Dorris-Miller, Jack Childress, Alan Mahaffey, and Jake Baehr were inducted on Friday night and recognized at the Raider game on Saturday.

THREE RIVERS 2026 ATHLETIC HALL OF FAME

UPCOMING EVENTS

The Alumni Art Exhibit opened on February 21, 2026, as a part of the Raider Reunion. The show will last through March 27th at the Tinnin Fine Art Gallery.

ALUMNI ART EXHIBIT

The Three Rivers Endowment Trust will host its annual trivia night on March 5, 2026, at 5 p.m. at the Holiday Inn in Poplar Bluff. The event is sponsored by Peoples Community Bank. Drinks are sponsored by PB Realty and catering is provided by Big Whiskey's.

THREE RIVERS ENDOWMENT TRUST TRIVIA NIGHT

Patrons of the Arts and Center Stage will present, *Little Shop of Horrors* on March 6–8 and March 13–15 at the Tinnin Fine Arts Center. Tickets are \$10 and may be purchased through the Tinnin Fine Arts Center ticket office or online at www.ticketleap.com.

LITTLE SHOP OF HORRORS

The College will be closed March 9-13, 2026, for Spring Break. Classes will resume on Monday, March 16, 2026.

SPRING BREAK 2026

Three Rivers College will host its 17th annual Spelling Bee. The winner will advance to the Scripps National Spelling Bee in Washington, DC.

17TH ANNUAL SPELLING BEE

The Career and Transfer Center Open House will be held on March 24-25, 2026, in the Westover Building Room 204. Students will learn how they can complete their bachelor's degree or master's degree, online and closer to home.

**CAREER AND TRANSFER
CENTER OPEN HOUSE**

There were no executive session items on the agenda.

NO EXECUTIVE SESSION

Dr. Payne asked the board to approve the annual renewal of BP 0343, Conflict of Interest. He explained that we reaffirm this annually, although it is only required every other year. On a motion from Trustee Garrison, and a second from Trustee Richardson, the board was polled as follows: Trustee Featherston, (yes); Trustee Richardson, (yes); Trustee Hager, (yes); Trustee Garrison, (yes); Trustee Schalk, (yes); and Trustee Williams, (yes).

**ITEMS FOR
CONSIDERATION,
DISCUSSION AND VOTE**

**BP-0343
CONFLICT OF INTEREST**

The board was asked to approve all personnel actions and associated documents. On a motion by Trustee Schalk, and a second by Trustee Richardson, the board was polled as follows: Trustee Featherston, (yes); Trustee Richardson, (yes); Trustee Hager, (yes); Trustee Garrison, (yes); Trustee Schalk, (yes); and Trustee Williams, (yes).

**CONSIDERATION AND
APPROVAL OF ALL
PERSONNEL ACTIONS AND
ASSOCIATED DOCUMENTS**

With there being no further business, Trustee Richardson made the motion to adjourn at 12:20 p.m. With a second by Trustee Featherston, the motion passed unanimously.

ADJOURNMENT

CHAIRMAN

APPROVAL DATE

SECRETARY

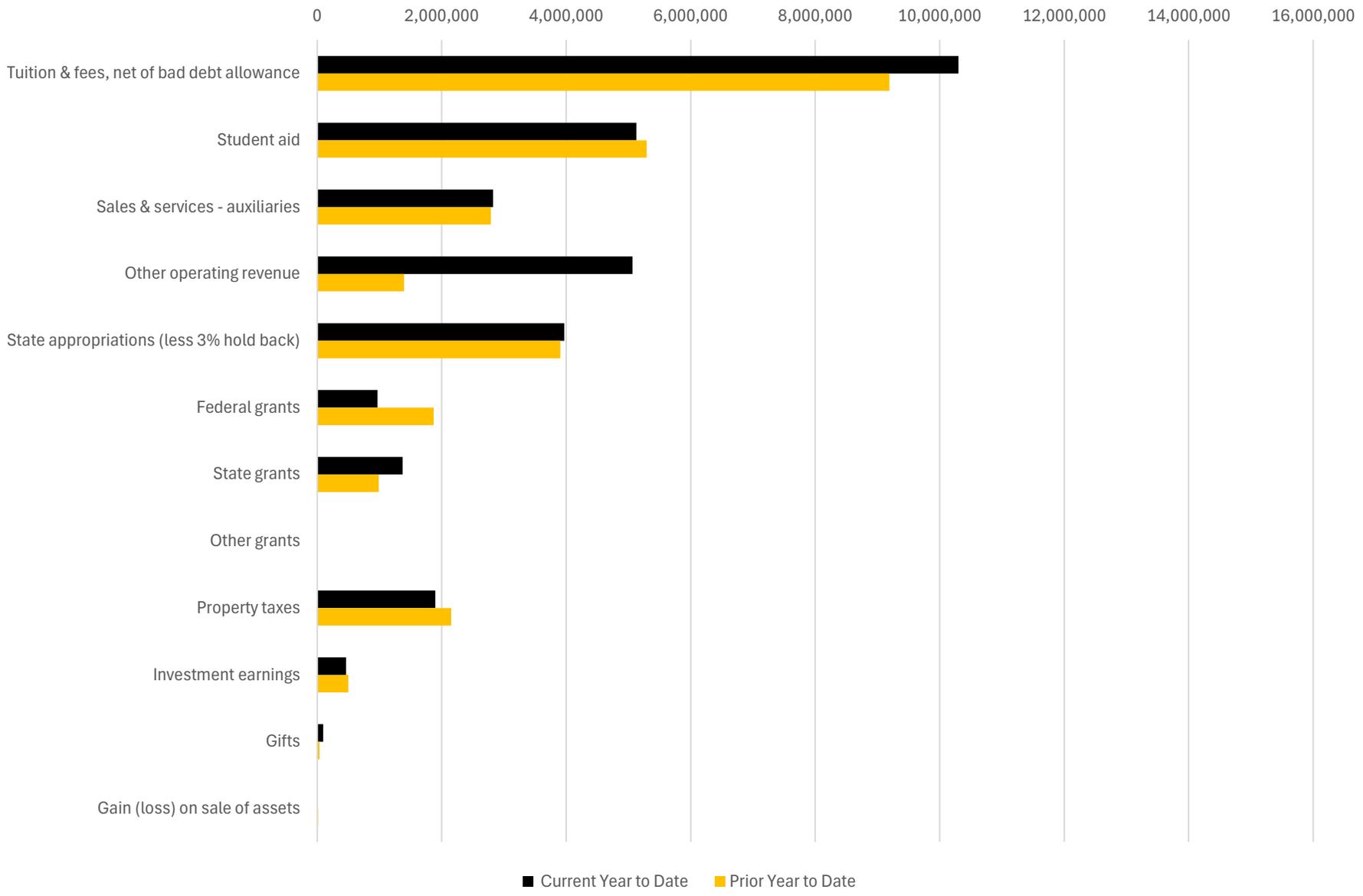
APPROVAL DATE



THREE RIVERS COLLEGE

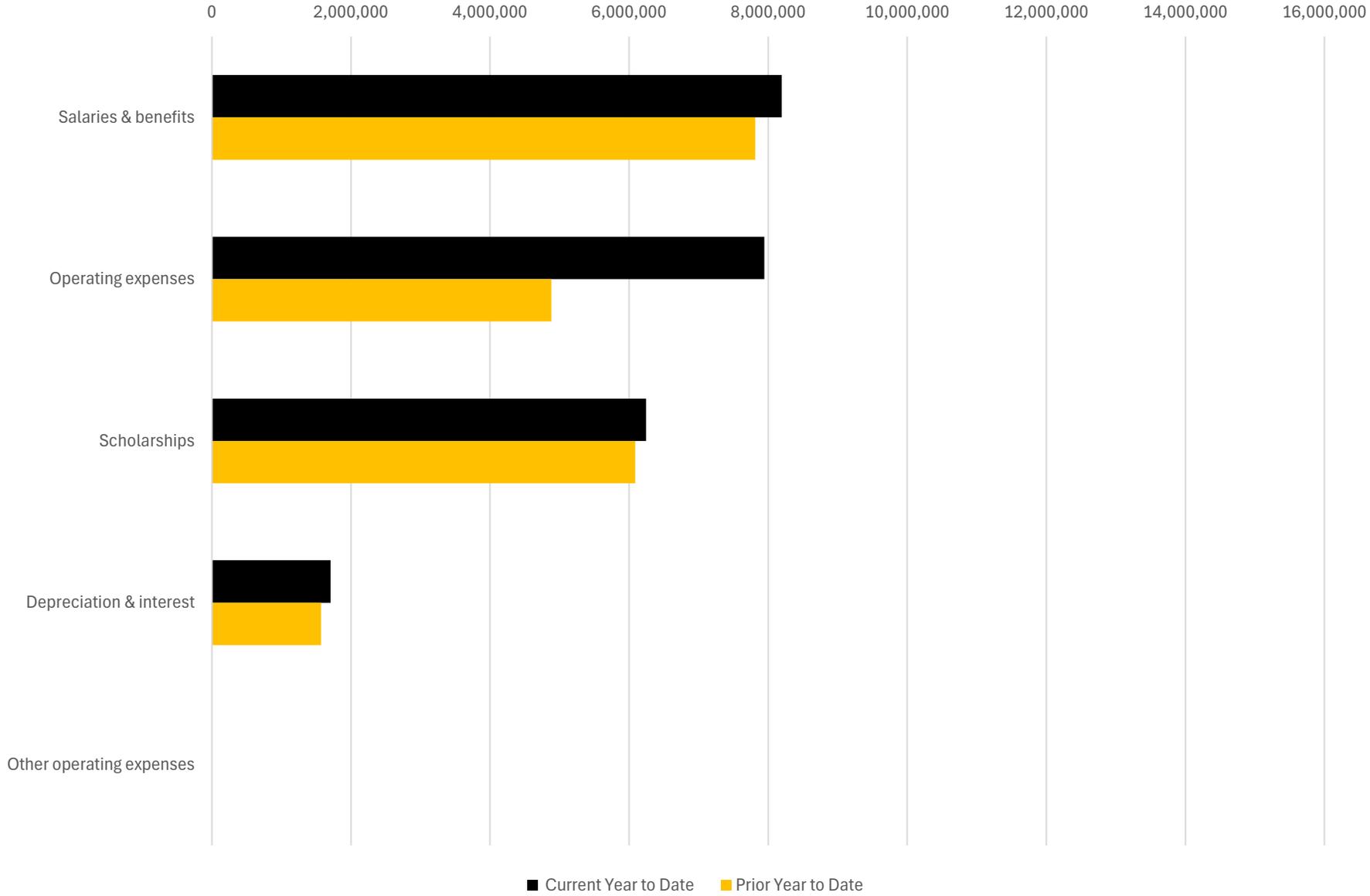
PRESENTATION OF THE COLLEGE FINANCIAL REPORT

YTD Comparison to Previous Year 01/31/2026

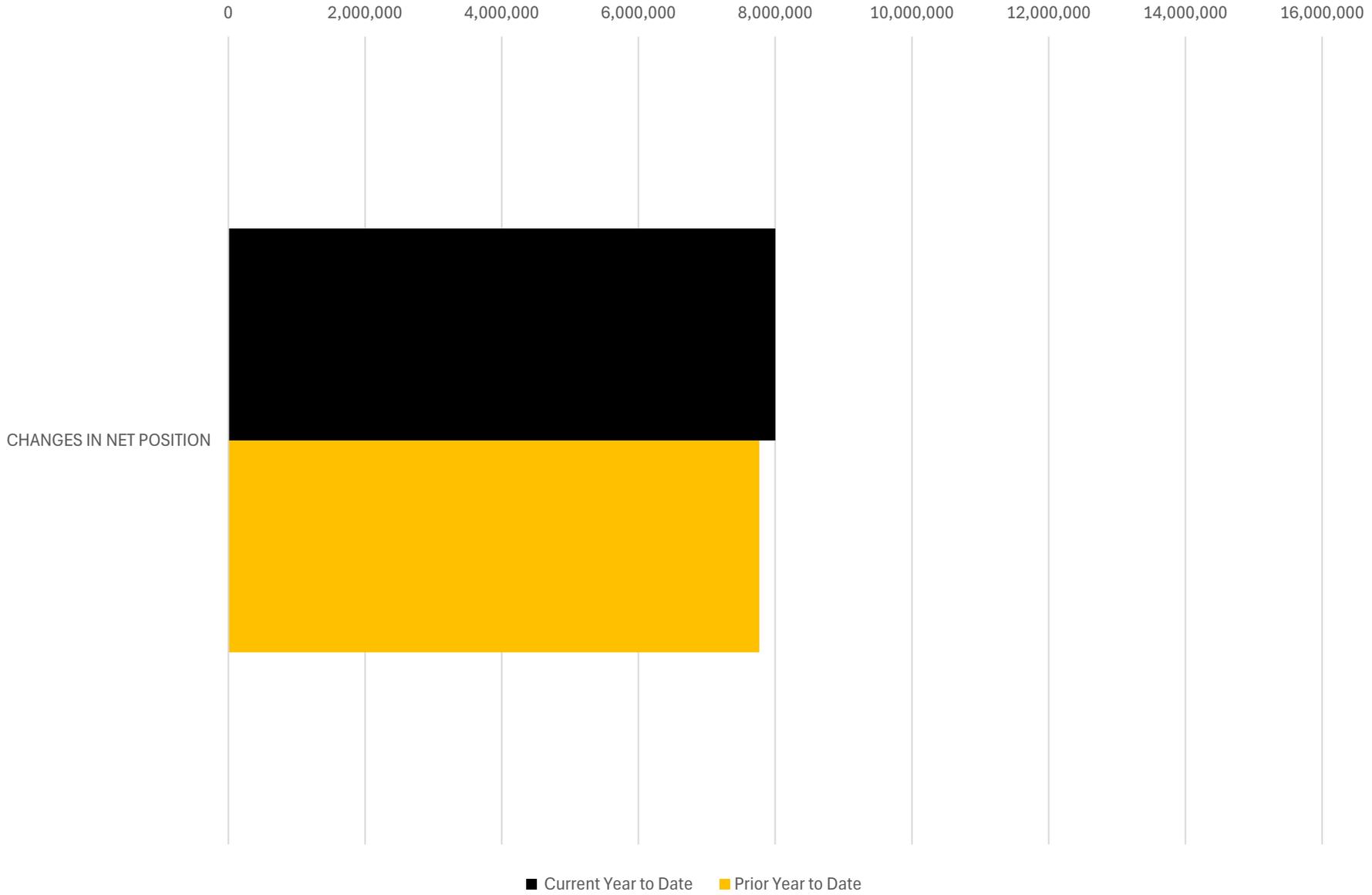


YTD Comparison to Previous Year

01/31/2026



YTD Comparison to Previous Year
01/31/2026



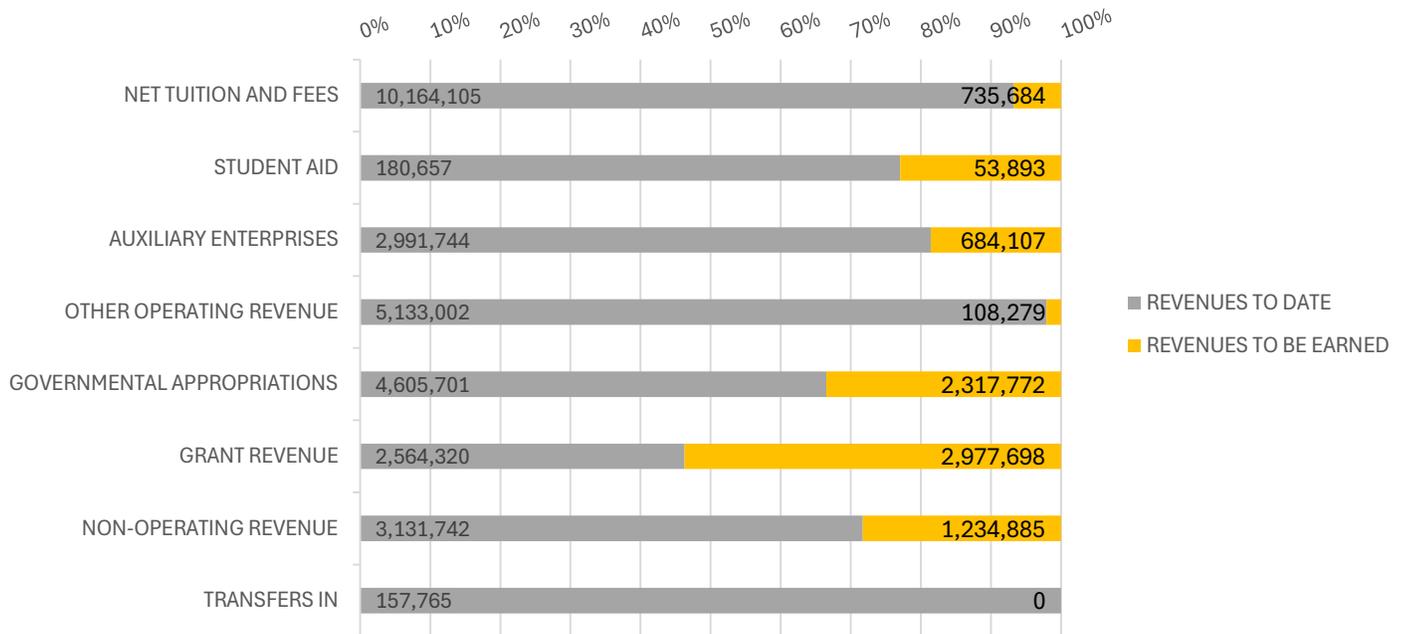
Three Rivers College
Statement of Net Position
Unrestricted Funds, Grants and Governmental Appropriations - Unaudited
January 31, 2026

ASSETS AND DEFERRED OUTFLOWS		LIABILITIES, DEFERRED INFLOWS AND NET POSITION	
CURRENT ASSETS		CURRENT LIABILITIES	
Cash & Cash Equivalents	19,785,944	Accounts Payable	551,505
Student Account Receivables, net	7,629,400	Accrued Vacation	895,882
Property Tax Receivable	129,743	Student Deposits	36,493
Other Receivables	11,899,814	Deferred Tuition & Fees	10,810
Investments	558,626	Scholarships	114,175
Inventory	57,514	Total Current Liabilities	1,608,865
Prepaid Expenses	340,751		
Total Current Assets	40,401,792	NON-CURRENT LIABILITIES	
NON-CURRENT ASSETS		Retirement Incentive Payable	0
Land	5,490,786	Other Post Employment Benefits	12,136,026
Capital assets	84,615,881	Bonds, Notes and Leases Payable	5,721,077
Plus: Current year additions to capital assets	1,975,596	Accrued Interest	0
Accumulated Depreciation	(41,231,243)	Agency	607,667
Unamortized Bond Issue Costs	0	Total Non-Current Liabilities	18,464,771
Total Non-Current Assets	50,851,020	Total Liabilities	20,073,635
DEFERRED OUTFLOWS (Pensions, OPEB, Trusts, Leases)	7,373,902	DEFERRED INFLOWS (Pensions, OPEB, Trusts, Leases)	14,480,503
		NET POSITION	
		Beginning Balance	56,073,752
		Changes in Net Position	7,998,823
		Total Net Position	64,072,575
TOTAL ASSETS AND DEFERRED OUTFLOWS	98,626,714	TOTAL LIABILITIES, DEFERRED INFLOWS AND NET POSITION	98,626,714

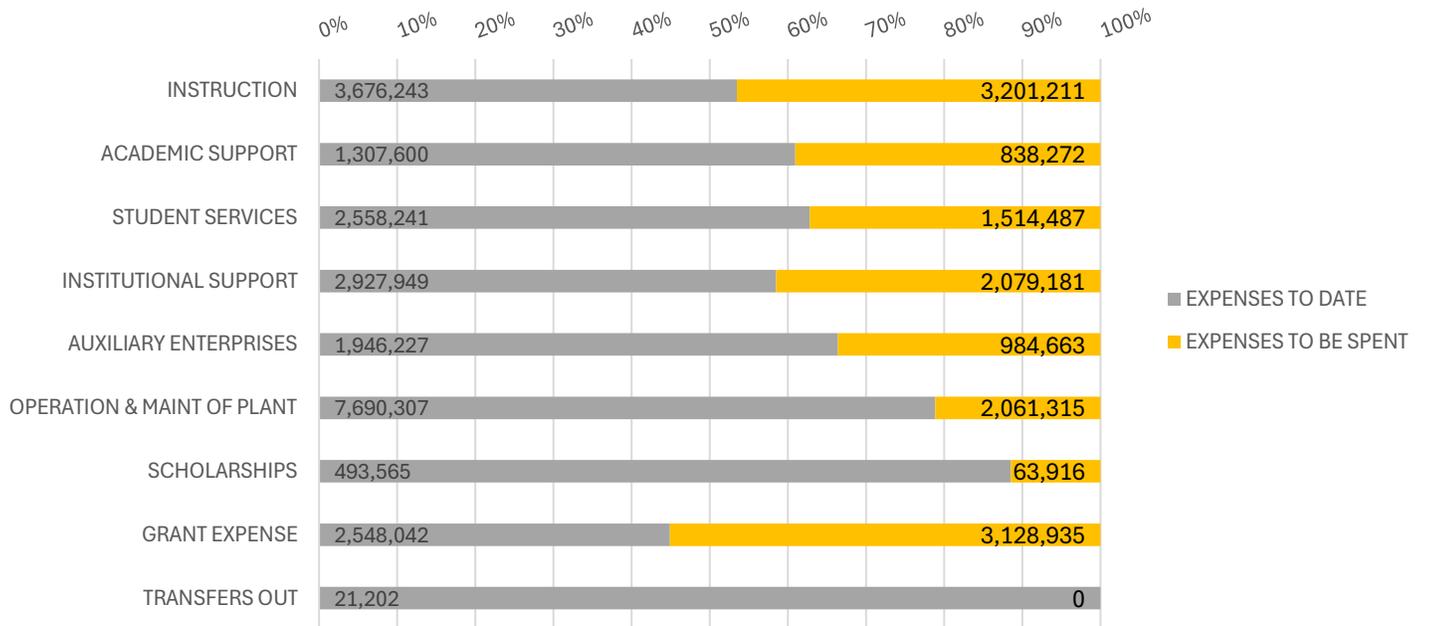
Three Rivers College
Statement of Revenues, Expenses and Changes in Net Position
Unrestricted Funds, Grants and Governmental Appropriations - Unaudited
January 31, 2026

	July	August	September	October	November	December	January	Current Year to Date	Prior Year to Date	\$ Change	% Change
OPERATING REVENUE											
Tuition & fees, net of bad debt allowance	5,210,902	447,941	(156,665)	2,401,096	929,758	940,963	526,587	10,300,581	9,192,684	1,107,897	12.05%
Student aid	192,277	10,044	4,219,646	401,684	168,760	119,663	15,286	5,127,359	5,290,984	(163,625)	(3.09)%
Sales & services - auxiliaries	980,834	170,665	181,490	425,624	436,340	451,693	179,712	2,826,358	2,787,641	38,717	1.39%
Other operating revenue	2,671	3,384	2,011,956	8,923	3,015,232	18,497	2,646	5,063,309	1,395,854	3,667,455	262.74%
Total Operating Revenue	6,386,684	632,034	6,256,426	3,237,327	4,550,090	1,530,815	724,230	23,317,607	18,667,162	4,650,445	24.91%
OPERATING EXPENSES											
Salaries & benefits	1,044,555	1,167,766	1,203,621	1,196,128	1,365,638	1,031,341	1,186,456	8,195,505	7,815,169	380,335	4.87%
Operating expenses	659,393	644,813	616,345	3,928,365	418,592	1,139,193	539,408	7,946,110	4,883,334	3,062,775	62.72%
Capital equipment	606,185	124,809	347,705	569,947	99,337	201,038	26,575	1,975,596	1,362,087	613,508	45.04%
Less: Transfer to capital assets	(606,185)	(124,809)	(347,705)	(569,947)	(99,337)	(201,038)	(26,575)	(1,975,596)	(1,362,087)		
Scholarships	324,629	108,913	4,706,878	664,205	223,858	164,074	52,410	6,244,967	6,089,161	155,806	2.56%
Depreciation & interest	198,840	316,535	236,163	238,550	240,880	237,115	238,601	1,706,682	1,567,833	138,849	8.86%
Other operating expenses	0	0	0	0	364	0	0	364	46	318	698.77%
Total Operating Expenses	2,227,418	2,238,026	6,763,006	6,027,247	2,249,331	2,571,724	2,016,875	24,093,627	20,355,544	4,351,591	21.38%
NON-OPERATING REVENUE (EXPENSES)											
State appropriations (less 3% hold back)	566,110	567,910	567,010	567,010	567,010	567,009	567,010	3,969,069	3,907,039	62,030	1.59%
Federal grants	25,370	275,124	161,643	154,938	117,666	146,816	87,850	969,407	1,868,740	(899,334)	(48.13)%
State grants	159,667	42,786	104,394	334,176	310,005	195,079	224,595	1,370,701	987,437	383,264	38.81%
Other grants	0	0	0	0	0	0	0	0	1,000	(1,000)	(100.00)%
Property taxes	19,082	24,692	26,412	12,873	27,935	361,786	1,424,833	1,897,613	2,149,801	(252,188)	(11.73)%
Investment earnings	64,751	41,759	121,345	46,625	37,019	110,563	40,330	462,392	497,877	(35,486)	(7.13)%
Gifts	1,892	25,100	21,202	52,500	0	(4,796)	0	95,899	35,677	60,222	168.80%
Gain (loss) on sale of assets	0	0	0	5,375	2,425	1,962	0	9,762	11,335	(1,573)	(13.88)%
Total Non-Operating Revenues (Expenses)	836,872	977,371	1,002,006	1,173,497	1,062,059	1,378,419	2,344,618	8,774,843	9,458,907	(684,064)	(7.23)%
CHANGES IN NET POSITION	4,996,138	(628,620)	495,426	(1,616,423)	3,362,819	337,510	1,051,974	7,998,823	7,770,525	(385,210)	(4.96)%

Budget to Actual Revenues 02/28/2026 (67%)



Budget to Actual Expenses 02/28/2026 (67%)



Three Rivers College
Statement of Revenues, Expenses and Changes In Net Position
Unrestricted Funds, Grants and Governmental Appropriations - Unaudited
February 28, 2026
Fiscal Year Benchmark: 67%

REVENUES	BUDGET	REVENUES TO DATE	REVENUES TO DATE %	REVENUES TO BE EARNED
NET TUITION AND FEES <i>Tuition, Student Registration Fees, Net of Bad Debt & Scholarship Allowances</i>	10,899,789	10,164,105	93%	735,684
STUDENT AID <i>Federal Pell, Student Loans, SEOG, ACG, Work Study</i>	234,550	180,657	77%	53,893
AUXILIARY ENTERPRISES <i>Housing, Bookstore, Testing & Assessment, Tinnin Center Operations, License Bureau Rental</i>	3,675,851	2,991,744	81%	684,107
OTHER OPERATING REVENUE <i>Athletic Ticket Sales, Fines, Transcript Fees, Other Income</i>	5,241,281	5,133,002	98%	108,279
GOVERNMENTAL APPROPRIATIONS <i>State Aid, State Maint. & Repair</i>	6,923,473	4,605,701	67%	2,317,772
GRANT REVENUE <i>State Grants, Federal Grants</i>	5,542,019	2,564,320	46%	2,977,698
NON-OPERATING REVENUE <i>Taxes, Interest Earnings, Gifts</i>	4,366,628	3,131,742	72%	1,234,885
TRANSFERS IN <i>General funds-prior year transfers in (Reserves), current year transfers from capital</i>	157,765	157,765	100%	0
TOTAL REVENUES	37,041,356	28,929,037	78%	8,112,319

NOTE: We have recognized 78% of budgeted revenues. We have recognized 93% of our budgeted revenues from tuition and fees, comprised of a portion of summer 2025, fall 2025, and beginning of spring 2026, net of estimated bad debt. The operating budget includes transfers in from prior year reserves to support one-time projects which do not meet criteria for inclusion in the capital budget, as amended.

EXPENSES	BUDGET	EXPENSES TO DATE	EXPENSES TO DATE %	EXPENSES TO BE SPENT
INSTRUCTION <i>Business, Education, Math, Science, Technology, Humanities, Social Science, Health & Human Services</i>	6,877,454	3,676,243	53%	3,201,211
ACADEMIC SUPPORT <i>Academic Resource Commons, Academic Outreach Services, Career Education, Off Campus Center Support</i>	2,145,872	1,307,600	61%	838,272
STUDENT SERVICES <i>Recruiting, Enrollment Services, Advising, Retention, Financial Aid, Student Life, Athletics, Disability Services</i>	4,072,728	2,558,241	63%	1,514,487
INSTITUTIONAL SUPPORT <i>Board of Trustees, Executive Management, Financial Services, Human Resources, Technology, Communications</i>	5,007,130	2,927,949	58%	2,079,181
AUXILIARY ENTERPRISES <i>Housing, Bookstore, Tinnin Center Operations, Testing & Assessment, License Bureau Rental</i>	2,930,889	1,946,227	66%	984,663
OPERATION & MAINT OF PLANT <i>Maintenance, Custodial, Groundskeeping, Campus Safety, Utilities, Insurance, Mail Services</i>	9,751,623	7,690,307	79%	2,061,315
SCHOLARSHIPS <i>Institutional Scholarships, Federal Student Aid Disbursed, Tuition Remission</i>	557,481	493,565	89%	63,916
GRANT EXPENSE <i>State Grants, Federal Grants</i>	5,676,977	2,548,042	45%	3,128,935
TRANSFERS OUT <i>General funds-current year transfers to capital</i>	21,202	21,202	100%	0
TOTAL EXPENSES	37,041,356	23,169,375	63%	13,871,981

NOTE: We have obligated 63% of our budgeted expenses at 67% into the fiscal year. February payroll and credit card expenses are NOT INCLUDED as they were not available at the time of this report.

CHANGES IN NET POSITION	0	5,759,662
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Three Rivers College
 Capital Budget - Unaudited
 February 28, 2026
 Fiscal Year Benchmark: 67%

FUNDING SOURCES	BUDGET	SOURCES TO DATE	SOURCES TO DATE %	SOURCES TO BE EARNED
RESTRICTED				
<i>State appropriations</i>	0	0	0%	0
<i>Insurance proceeds</i>	0	0	0%	0
UNRESTRICTED				
<i>General funds - prior year transfers in (Reserves)</i>	2,954,638	1,292,640	44%	1,661,999
<i>General funds - current year transfers in</i>	21,202	0	0%	21,202
TOTAL FUNDING SOURCES	2,975,841	1,292,640	43%	1,683,201

USES OF FUNDS	BUDGET	USES TO DATE	USES TO DATE %	USES UNSPENT
<i>Campus improvements</i>	550,000	35,610	6%	514,390
<i>Westover Administration Building repairs</i>	500,000	0	0%	500,000
<i>Libla Family Sports Complex and athletic facilities</i>	806,489	656,488	81%	150,001
<i>Baseball Clubhouse</i>	266,000	124,132	47%	141,868
<i>2505/2507 Three Rivers Blvd (former nephrology clinic)</i>	329,851	329,851	100%	0
<i>2509 Three Rivers Blvd (former license bureau)</i>	20,000	0	0%	20,000
<i>Former Bill & Gene's building remodel</i>	23,600	14,422	61%	9,178
<i>Public safety remodel</i>	67,500	0	0%	67,500
<i>Fleet vehicles</i>	362,400	86,500	24%	275,900
<i>Farm</i>	50,000	45,637	91%	4,363
TOTAL EXPENSES	2,975,841	1,292,640	43%	1,683,201

NET SURPLUS (DEFICIT)	0	0		
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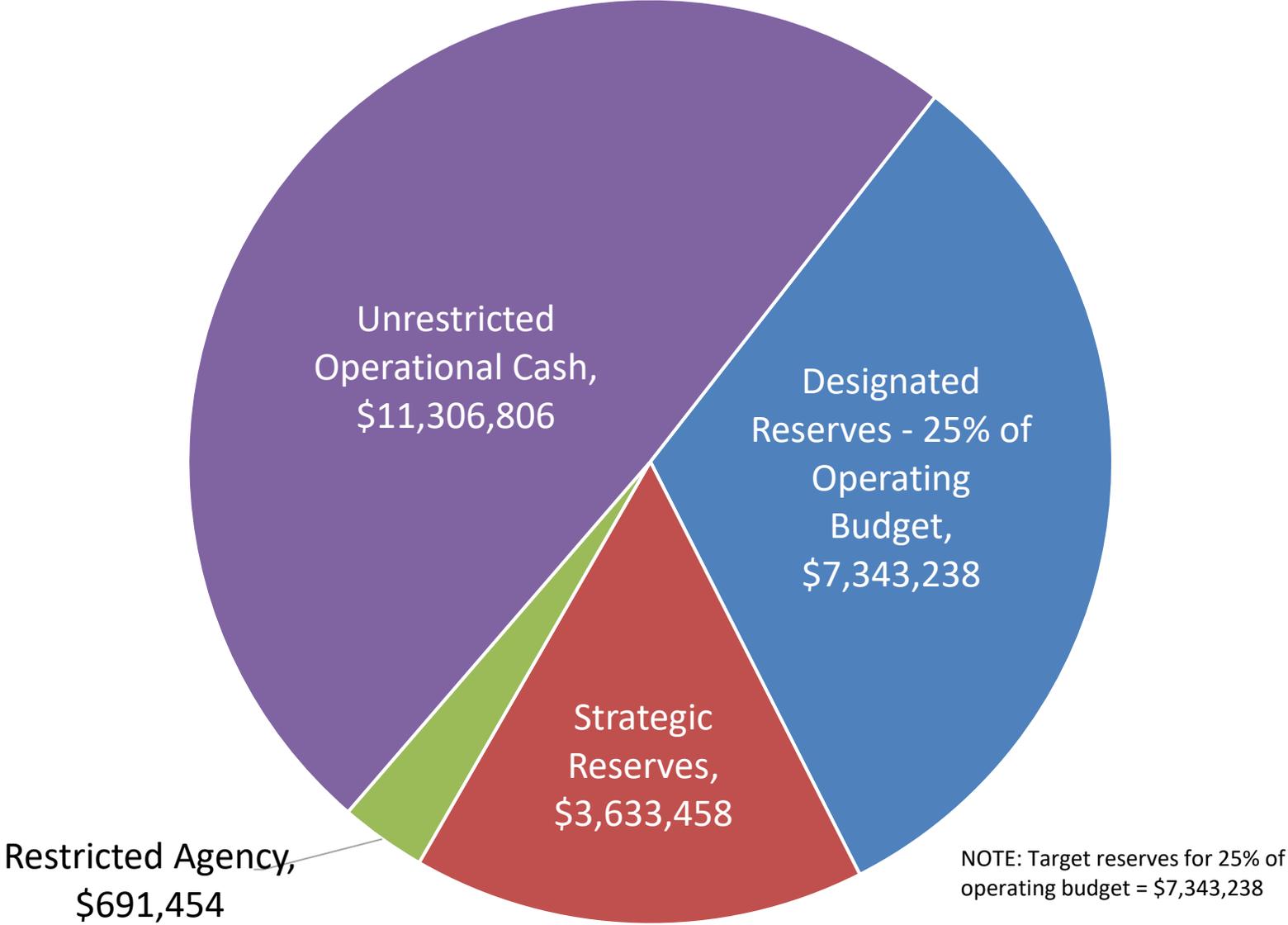
**THREE RIVERS COMMUNITY COLLEGE
CASH IN BANKS**

March 2, 2026

	<u>02/02/26</u>	<u>03/02/26</u>
CURRENT FUND		
<i>Cash Funds</i>		
Bookstore	600.00	600.00
Petty Cash	200.00	200.00
Vending Machines	137.00	137.00
Business Office	2,488.00	2,488.00
<i>Total Cash Funds</i>	3,425.00	3,425.00
 <i>General Accounts</i>		
Southern Bank - General Funds	8,730,299.85	11,139,176.07
Southern Bank - Credit Cards	69,914.38	77,041.80
<i>Total General Accounts</i>	8,800,214.23	11,216,217.87
 <i>Restricted Bank Accounts</i>		
Payroll Account - Southern Bank	32,141.58	31,872.97
Federal Clearing Account	28,286.98	55,290.24
<i>Total Restricted Accounts</i>	60,428.56	87,163.21
 TOTAL CURRENT FUND	 8,864,067.79	 11,306,806.08
 PLANT FUND		
<i>General Accounts</i>		
Plant Fund - Southern Bank	5,442,827.22	5,456,716.94
<i>Total Bank Accounts</i>	5,442,827.22	5,456,716.94
 <i>Certificates of Deposit</i>		
Southern Bank	5,519,978.88	5,519,978.88
<i>Total Certificates of Deposit</i>	5,519,978.88	5,519,978.88
 TOTAL PLANT FUND	 10,962,806.10	 10,976,695.82
 AGENCY FUND		
<i>Bank Accounts</i>		
Agency Account - Southern Bank	683,264.24	691,453.92
 <i>Certificates of Deposit</i>		
Restricted CD's & Savings	-	-
TOTAL AGENCY FUND	683,264.24	691,453.92

TOTAL CASH IN CHECKING AND CERTIFICATES OF DEPOSIT

\$22,974,956 AS OF 03/02/2026



THREE RIVERS COLLEGE
CERTIFICATE OF DEPOSIT

CERTIFICATES OF DEPOSIT AS OF February 28, 2026

<u>CD#</u>	<u>BANK</u>	<u>RATE</u>	<u>DATE</u>	<u>TERM</u>	<u>AMOUNT</u>	<u>DESCRIPTION</u>
8513	Southern Bank	4.10	06/04/26	12	5,519,978.88	Contingency
Total Contingency Fund					<u>5,519,978.88</u>	

SCHOLARSHIP/ENDOWMENT CERTIFICATES AS OF February 28, 2026

<u>CD#</u>	<u>BANK</u>	<u>RATE</u>	<u>DATE</u>	<u>TERM</u>	<u>AMOUNT</u>	<u>DESCRIPTION</u>
Total Agency Fund CD's					<u>\$ -</u>	

Three Rivers College
CD Report
As of February 28, 2026

Investment CDs

Bank Account Interest Rate

Bank	Account	Interest Rate
Southern Bank	all except Federal Funds	91-day T-bill minus 40 basis points

CDs Maturing

Bank	Certificate Number	Endowment	Maturity Date	Amount
Total				-

Responses

<u>Bank</u>	<u>Term</u>	<u>Rate</u>	<u>APY</u>	<u>Amount</u>	<u>Type of Investment</u>
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CDs Transferred

Endowment CDs Redeemed for Investment

CDs Maturing

Bank	Certificate Number	Endowment	Amount
Total			-

Endowment CDs Transferred to Endowment Trust
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CDs Maturing

Bank	Certificate Number	Endowment	Amount
Total			-

THREE RIVERS COMMUNITY COLLEGE
Summary of Checks Issued
Month of February 2026

Current Fund:	General Fund - Southern Bank	\$ 2,052,561.76
Housing Fund:	Rivers Ridge - Southern Bank	-
Plant Fund:	Construction Account - Southern Bank	-
Agency Fund:	Agency Account - Southern Bank	<u>18,300.75</u>
	Grand Total	<u><u>\$ 2,070,862.51</u></u>

This is to certify that the above is supported by invoices, purchase orders, and other pertinent data on file in the College Financial Services Office. Approved by the Board of Trustees, this 18th day of March 2026.

_____ Chairman, Board of Trustees

_____ Secretary, Board of Trustees

**THREE RIVERS COMMUNITY COLLEGE
BID REPORT
AS OF MARCH 3, 2026**



THREE RIVERS COLLEGE

Consideration and Approval of the College Financial Report



THREE RIVERS COLLEGE

President's Report



THREE RIVERS COLLEGE

Motion to move into Executive Session

Executive Session

**Motion to move out of
Executive Session**



THREE RIVERS COLLEGE

Items for Consideration, Discussion and Vote

Institutional Effectiveness is the College process that demonstrates achievement of the institutional mission through continual review of the Strategic Plan and its associated goals. Three Rivers College is committed to institution-wide, systematic, and data-informed continuous improvement through assessment of quality and effectiveness within all academic and administrative units, as guided by the College's Mission and Strategic Plan.

Three Rivers College demonstrates its commitment to institutional effectiveness by developing and maintaining data-informed institutional planning and assessment processes that drive continuous improvement. Consistent with a shared governance model, institutional planning and assessment includes representatives of the College community in establishing priorities, guiding decision-making, and allocating resources to ensure the College meets its obligations to stakeholders.

The sustainability of institutional effectiveness across the College is ensured through coordinated planning and assessment processes that intentionally foster a culture of decision making based on data and assessment rooted in the vision, core values, mission, and goals of the College.

For more information, reference Regulation GAR 1140 Institutional Effectiveness.

DOCUMENT HISTORY:

- 07-20-2016:** Initial approval of policy GAP 1140 Institutional Effectiveness.
- 09-21-2016:** The College Board of Trustees approved the name change of the college from Three Rivers Community College to Three Rivers College.
- 03-18-2026:** Updated reference related to HLC criteria change and improved clarity of expression.



THREE RIVERS COLLEGE

Consideration and Approval of all Personnel Actions and Associated Documents

Consideration of Personnel Action
Employment of Personnel
Outreach Specialist/Educational Talent Search

PERSONNEL DATA SHEET

_____ Administrative Officer

_____ Professional Staff

_____ Faculty

X Support Staff – Replacement for Taylor Bowen; resignation approved 09.17.25

X Federal Program: U.S. Department of Education

_____ Special Program _____

NAME: Kristin Brooks

POSITION TITLE: Outreach Specialist/Educational Talent Search

SALARY: \$18.05/hour

FULL-TIME X PART-TIME: _____

9 months _____ 10 months X 11 months _____ 12 months _____

Other: _____

STARTING DATE: August 3, 2026

QUALIFICATIONS:

<u>Degree</u>	<u>Ed. Institution</u>	<u>Major</u>
BSE	Hannibal-LaGrange University Hannibal, MO	Elementary Education
MS	Hannibal-LaGrange University Hannibal, MO	Education

EXPERIENCE

<u>08/2016 – present</u>	<u>Poplar Bluff School District</u>	<u>Teacher – O’Neal</u>
	<u>Poplar Bluff, MO</u>	
<u>07/2014 – 07/2016</u>	<u>Ozark Foothills Regional Planning Commission</u>	<u>Housing Coordinator</u>
	<u>Poplar Bluff, MO</u>	
<u>08/2006 – 05/2007</u>	<u>Daycare Worker</u>	<u>Palace of Praise</u>
	<u>Poplar Bluff, MO</u>	<u>Daycare</u>

03.18.26

Consideration of Personnel Action
Employment of Personnel
Instructor, Social Science (Psychology)

PERSONNEL DATA SHEET

_____ Administrative Officer

_____ Professional Staff

X Faculty – Replacement for Colleen Sanders; resignation approved 08.20.25

_____ Support Staff

_____ Federal Program: _____

_____ Special Program _____

NAME: Susan McConnell

POSITION TITLE: Instructor, Social Science (Psychology)

SALARY: \$41,338

FULL-TIME X PART-TIME: _____

9 months X 10 months _____ 11 months _____ 12 months _____

Other: _____

STARTING DATE: August 17, 2026

QUALIFICATIONS:

<u>Degree</u>	<u>Ed. Institution</u>	<u>Major</u>
AA	Moberly Area Community College Moberly, MO	English
BA	Columbia College Columbia, MO	Psychology
MS	University of Phoenix Phoenix, AZ	Psychology

EXPERIENCE

<u>02/2023 – 01/2025</u>	<u>FCC Behavioral Health Kennett, MO</u>	<u>Diagnostician Care Coordinator</u>
<u>10/2021 – 09/2022</u>	<u>Southeast Missouri Behavioral Health Poplar Bluff, MO</u>	<u>Assistant Director, Prevention/Community Specialist</u>

03.18.26

CONSIDERATION OF PERSONNEL ACTION

Acceptance of Resignation
Administrative Assistant/Physical Plant

BACKGROUND INFORMATION

HISTORY

Angel Kennon-Spencer has been employed as the Administrative Assistant/Physical Plant since September 30, 2025. Ms. Kennon-Spencer has submitted her request for resignation, effective February 24, 2026.

FINANCIAL IMPLICATIONS

This is a full-time, institutionally funded staff position.

ADMINISTRATIVE RECOMMENDATION

Accept Ms. Kennon-Spencer's resignation and proceed with review of the position and the appropriate replacement process.

03.18.26

From: [Angel Kennon Spencer](#)
To: [Kristina McDaniel](#)
Cc: [Angel Kennon-Spencer](#)
Subject: Resignation
Date: Tuesday, February 24, 2026 11:31:50 AM

CAUTION: This email originated outside of Three Rivers College. Use caution when opening links or attachments. Please report questionable emails to Technology & Computer Services.

Due to ongoing health issues, please accept my apologies and immediate resignation.
Sincerely,
Angel Kennon-Spencer

CONSIDERATION OF PERSONNEL ACTION

Acceptance of Resignation
Administrative Assistant, Paramedic & Fire Science

BACKGROUND INFORMATION

HISTORY

Joanna Priest has been employed full-time as the Administrative Assistant for Paramedic and Fire Science since July 2023. Prior to this, Ms. Priest held the position as part-time. She has submitted her request for resignation, effective February 22, 2026.

FINANCIAL IMPLICATIONS

This is a full-time, institutionally funded staff position.

ADMINISTRATIVE RECOMMENDATION

Accept Ms. Priest's resignation and proceed with review of the position and the appropriate replacement process.

03.18.26

From: [Joanna Priest](#)
To: [Tami Cunningham](#)
Cc: [Office of Human Resources](#)
Subject: Resignation
Date: Sunday, February 22, 2026 9:55:58 AM

Three Rivers College
2080 Three Rivers blvd.
Poplar Bluff, MO 63901
ATTN: Tami Cunningham and HR Department

Subject: Resignation Letter – Three Rivers College

To Whom It May Concern,

I am submitting my formal resignation from my position at Three Rivers College, effective immediately. [REDACTED]

[REDACTED] At this time, I am unable to meet the physical expectations of my role for several months.

[REDACTED]

[REDACTED] I am not able to drive. I rely entirely on others for transportation, and this makes it impossible for me to comply with sudden or immediate requests to come to campus, including demands to appear at HR in person.

Once I am able to arrange transportation, I will contact the college to schedule a time to return my keys, badge, and key fob, as well as to collect my personal belongings from my office. As mentioned, this depends solely on when someone is available to drive me, and I appreciate your understanding and patience regarding this limitation.

Thank you for the opportunities I have had during my time at Three Rivers College. I wish the department and the institution continued success.

Sincerely,

Joanna D. Priest, BS
Administrative Assistant, Paramedic/Fire Science
Safe Sitter Coordinator/Instructor

Three Rivers College
2080 Three Rivers BLVD.
Poplar Bluff, MO 63901
jpriest@trcc.edu
573-840-9672x8290
trcc.edu



THREE RIVERS COLLEGE

APPENDIX

**THREE RIVERS COLLEGE
GENERAL ADMINISTRATION REGULATION**

Section: 1000 General Administration	
Sub Section: 1100 College Operations	
Title: GAR 1140 Institutional Effectiveness	Page 1 of 6
Primary Policy: GAP 1140 Institutional Effectiveness	
Associated Regulation: GAR 1110 Policy and Regulation Development; IR 6730 Faculty Bylaws	
References: The Higher Learning Commission (HLC) Criterion Three: Teaching and Learning for Student Success; HLC Criterion Four: Sustainability: Institutional Effectiveness, Resources and Planning	
Addendum: "Institutional Effectiveness Process Diagram"	
Supersedes: NA	
Responsible Administrator: Chief Institutional Effectiveness Officer; College President	
Initial Approval: 07-20-2016	Last Revision: 03-18-2026

Institutional Effectiveness is the College process that demonstrates achievement of the institutional mission through continual review of the Strategic Plan and its associated goals. Three Rivers College is committed to institution-wide, systematic, and data-informed continuous improvement through assessment of quality and effectiveness within all academic and administrative units, as guided by the College’s Mission and Strategic Plan.

Requirements

Three Rivers College engages in institutional effectiveness processes to determine the extent to which the College is operating within its mission and is meeting the goals and objectives set forth in its strategic plan. The assessment process ensures the College’s ability to demonstrate best practices in higher education and meet the institutional effectiveness standards set forth by the regional accreditor, the Higher Learning Commission (HLC), programmatic accreditors, and the standards set by the College.

The Higher Learning Commission (HLC) Criterion Four: Sustainability: Institutional Effectiveness, Resources and Planning states, “The institution’s resources, structures, policies, procedures and planning enable it to fulfill its mission, improve the quality of its educational programs, and respond to future challenges and opportunities.” To systematically demonstrate our ability to satisfy this criterion and to facilitate the processes to ensure alignment of the College’s annual planning priorities to the strategic plan and institutional mission, an integrated planning, budget development, and assessment software platform has been adopted.

Planning and Assessment Process

Planning and assessment are conducted by each academic and administrative unit on an annual and ongoing basis. The College planning and budget development cycle begins in January with an annual planning meeting. The planning year aligns with the annual fiscal calendar commencing on the first of July. Through the exercise of integrated planning, budget development, and assessment, the documentation of progress made toward specifically articulated goals, objectives, and outcomes is ensured. Data, analysis, benchmarks, institutional targets, and objective results are appropriately associated with action plans for units, departments, and academic programs. Assessment results from planning unit progress reports, surveys, focus

**THREE RIVERS COLLEGE
GENERAL ADMINISTRATION REGULATION**

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Initial Approval: 07-20-2016	Last Revision: 03-18-2026

group interviews, Academic Program Review (APR), and the results from Student Learning Outcome assessment (SLO Reports) are used to inform programmatic and administrative decisions, strategic planning initiatives, and resource allocations. See Addendum: Institutional Effectiveness Process Diagram.

Duties and Responsibilities

The Office of Institutional Effectiveness provides leadership in the design and implementation of processes outlined herein and provides training and support to unit managers in their continuous improvement efforts. The College Cabinet, the standing committees of the faculty and staff, and the Board of Trustees are fully engaged and invested in institutional effectiveness processes.

Unit managers of academic and administrative units are responsible for ensuring the systematic continuous improvement process is properly aligned with the strategic plan, executed and documented during each cycle, and that specific data-based action is taken to improve.

Definitions

Academic Program Review (APR): a process to examine the effectiveness of an academic program and inform the continuous improvement efforts of the College. The APR process is applied to career and technical degree programs and designated academic initiatives. The process provides feedback (a) to the academic unit primarily responsible for the program, (b) to the appropriate academic administrators, (c) to external advisory boards, (d) and to the faculty body of the College. The purpose and process of Academic Program Review is directly aligned to HLC Criterion Three, Teaching and Learning for Student Success.

Assessment: the process of determining whether the College is meeting the goals established in unit and department operational plans. Assessment is conducted by each academic and administrative unit on an annual basis and follows the fiscal calendar. The continuous assessment of the quality of instructional and service programs at Three Rivers College is a necessary component of institutional effectiveness. The results of assessment are used to inform planning and budget development.

**THREE RIVERS COLLEGE
GENERAL ADMINISTRATION REGULATION**

Section: 1000 General Administration	
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Initial Approval: 07-20-2016	Last Revision: 03-18-2026

Annual Planning Priorities: established annually from the strategic plan by the College Cabinet. The Annual Planning Priorities provide specific focus for the annual continuous improvement efforts of the College.

Institutional Effectiveness: is a process that demonstrates achievement of the institutional mission through continual review of the institution’s strategic plan and its related goals and outcomes. This process is acknowledged and accepted in higher education as evidenced by established terminology in regional accreditation criteria and ensured through coordinated planning and assessment processes that intentionally foster a culture of decision making based on data and assessment rooted in the vision, core values, mission, and goals of the College.

Planning and Improvement Resource Team (PAIR Team): A cabinet-appointed body of faculty, staff, and administrators who are knowledgeable in strategic planning, budgeting, assessment methodology, compliance, and accreditation assumed practices. The purpose of the body is to individually support and mentor Planning Unit Managers through regular review and formative feedback and collectively consider challenges related to planning and assessment across all functional areas of the College. The body may make recommendations to the Cabinet to address challenges identified. Recommendations may include changes in the College’s strategic planning process, targeted professional development, and the adoption of identified best practices. The Planning and Improvement Resource Team will advocate for quality enhancement and serve as champions for a culture of assessment and continuous improvement.

Strategic Planning: the organizational process by which the achievement of the institutional mission is recognized and measured. Through this process, the long-term goals of the institution are defined, priorities are established, actionable objectives are developed, resources are allocated, performance is tracked, and data is used to refine priorities and strategies over time. Three Rivers College demonstrates its commitment to institutional effectiveness by developing and maintaining institutional planning and assessment processes that result in continuous improvement. Through a shared governance model, college planning and assessment include broad representation across the college community in establishing institutional priorities, guiding

**THREE RIVERS COLLEGE
GENERAL ADMINISTRATION REGULATION**

Section: 1000 General Administration	
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Initial Approval: 07-20-2016	Last Revision: 03-18-2026

decision-making, and allocating resources to ensure that the College is meeting the needs of its stakeholders in accord with its mission.

Student Learning Improvement Committee (SLIC): The Student Learning Improvement Committee provides review and feedback on the student learning outcomes process under the leadership of the Chief Academic Officer in concert with the Office of Institutional Effectiveness.

[SLIC Duties] The committee shall coordinate and promote student learning outcomes assessment for the purpose of improving learning of specific programs, College-wide outcomes, and the curriculum as a whole to ensure that these activities are used to improve learning and to provide feedback to faculty on ways to improve student learning and increase student success. The committee serves as a peer panel to review and provide feedback on assessment results and learning improvement initiatives.

Student Learning Outcomes Reports (SLO Reports): an examination of student learning within a specific academic program by measuring student achievement relative to statements of what students should know and be able to do by the end of a learning experience (generally a career or technical program completion). The reporting and associated feedback process is designed to assist program managers and faculty in identifying and prioritizing opportunities to improve learning, and to examine the effectiveness of implemented improvements over time.

**THREE RIVERS COLLEGE
GENERAL ADMINISTRATION REGULATION**

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Initial Approval: 07-20-2016	Last Revision: 03-18-2026

DOCUMENT HISTORY:

- 07-20-2016:** Initial approval of regulation GAR 1140 Institutional Effectiveness.
- 09-21-2016:** The College Board of Trustees approved the name change of the college from Three Rivers Community College to Three Rivers College.
- 05-24-2017:** Minor revisions for clarification.
- 03-18-2026:** Updated references, aligned with updated processes and faculty bylaws and removed unnecessary description.

Three Rivers College Mission
Strategic Plan



Annual Planning Priorities

Refresh & Realign Next Annual Planning Priorities

Use of Results

- Improvements identified and implemented
- Adjust and align improvements with College priorities
- Document and share with community as appropriate

Results

- Feedback from systematic review (APR, SLO and PAIR)
- Analysis of assessment findings
- Budget and accountability review

Data Collection Review & Analysis



Outcomes & Objectives

- Unit Plans developed and aligned in Strategic Planning Online (SPOL)
- Confirmation of Student Learning Outcomes (SLOs) and unit goals
- Formative peer and leadership review of unit plans
- Coordination of plans across units

Implementation of Unit Action Plans

Assessment Activities

- Performance Benchmarks / Targets
- Academic Program Review (APR)
- Student Learning Outcome (SLO) Reporting
- Periodic review by the Planning and Improvement Resource Team (PAIR Team)



THREE RIVERS COLLEGE

ADJOURNMENT

CHAIRMAN AND SECRETARY

PLEASE SEE RECORDING SECRETARY FOR PAPERWORK