



June 13, 2018

TO: Jackson College Board of Trustees  
FROM: Rose Mercier, Senior Consultant  
RE: June 21<sup>st</sup> Board Retreat

Hello everyone,

I am looking forward to working with you once again next Friday. With this memo is an agenda, brief description of the day and some readings to support your preparation.

### Overview of the Day

The planned for outcome is a solid working draft of Ends policies. This follows from the desktop review and March workshop. At that time I explained that while the Board's current Ends policies express important values, they are not consistent with the definition of Ends.

It is fundamental to Policy Governance that Ends policies are only about what benefits are to be produced, for which beneficiaries, and the worth of producing those benefits. Clearly defined Ends are the board's direction to the President/CEO. Without that direction, the President/CEO has to become a mind reader and make the Ends decisions that the board as the only authorized agent of the ownership has not made.

At the retreat, you will have as the starting point for your discussions a "straw dog" set of Ends policies drawn from current Ends and recent Ends monitoring reports. At the end of day, the board will have an agreed draft set of Ends policies which are Policy Governance consistent. Ultimately, once the board approves a finalized version, the revised Ends will become the board's direction to the President/CEO and the basis for future monitoring reports.

Breakfast will be available from 8:30am. We will start the meeting at 9am. Lunch break will be at midday, there will be breaks mid-morning and mid-afternoon, and we will finish no later than 4pm.

### Agenda

#### MORNING (9am to 12pm)

- Welcome and overview of the day
- RFP for Audit
- Review of key concepts related to Ends policies
- Appreciating the difference between Ends and means
- Explanation of how straw dog Ends were developed
- Considering the straw dog Ends

#### AFTERNOON (1pm to 4pm)

- Determining the revised Ends policies
- Process for finalized Ends policies
- Ends policies and ownership linkage
- Ends policies monitoring schedule
- Continuing policy review: why and how and timeframe

## Preparation

To support your preparation I am providing *Board Leadership* issue #106 (Nov-Dec 2009) which focuses on Ends policies. There are three articles, one each by John Carver, Miriam Carver and Jannice Moore. The three articles, particularly the one by Miriam Carver will be helpful to your discussions.

For those of you who want to read a bit more, I am also including four short articles from the January 2013 issue of REALBoard Advisor which address four common Ends policies related issues.

You will also want to review the Board's current Ends policies which are on the College website.

If you have any questions about Ends policies or about the agenda prior to the retreat, please feel free to get in touch.

## *Rose*

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