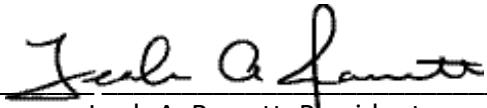




Monitoring Report
EL-08, Communication and Support to the Board
24 September 2026

I hereby present my monitoring report on the **Executive Limitations Policy EL-08: Communication and Support to the Board** according to monitoring report schedule (BPD-04). I certify that the information contained in this report is true and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.

Signed 
Leah A. Barrett, President

Date 18 September 2026

In addition to specific evidence outlined in the interpretation, the President provided an anonymous survey to Board members. The results provide additional information and perspective to support continuous improvement and in some cases additional evidence. The complete results are provided as an appendix.

The President shall not permit the board to be uninformed or unsupported in its work.

INTERPRETATION – Compliance will be demonstrated when the Minutes of each Board of Governors meeting reflect that the President provided a report to the Board, which includes timely information regarding progress on strategic priorities, governmental relations – both state and federal – college culture, student engagement, enrollment and external relations. It is reasonable to include a report at each Board meeting with these categories because they support the Ends, and a meeting without a report would not fully support the Board’s work.

EVIDENCE

Review of the Minutes of each Board meeting since the last Monitoring Report confirm that a President's report was given to the Board which included information regarding the College's work on the Ends. 100% of the board agrees that the president's updates in the monthly Board of Governors meeting provide timely and relevant information for the Board to be able to make decisions relevant to the Board's accomplishment of its job.

1. Withhold, impede, or confound information relevant to the Board's informed accomplishment of its job.

INTERPRETATION – Compliance will be shown when the Board is provided an agenda and supporting materials for review at least five (5) days prior to each meeting. Five (5) days is reasonable because it allows several days for board members to review and prepare for discussion at the upcoming meeting.

EVIDENCE

Review of OnBoard confirms the initial agenda and all original supporting materials were uploaded for review at least five (5) days prior to each meeting, with supplemental materials added as available. Although this evidence demonstrates compliance, there are opportunities for improvement. One board member feels that some of the items in the reports may be glossed over and may require more honest conversations and disagrees with the statement that the president does not withhold, impede or confound information relevant to the Board fulfilling its duties. Others appreciate the thoroughness of the reports and one encouraged board members to be more active in providing their honest opinions.

1.1 Neglect to submit timely monitoring data including interpretations of Board policies that provide the observable metrics or conditions that would demonstrate compliance, rationale for why the interpretation is reasonable, and evidence of compliance.

INTERPRETATION – Compliance will be shown when the Monitoring Report summary document indicates that all Monitoring Reports for the year have been submitted and accepted by the Board. This is reasonable because Monitoring Reports provide a systematic approach to monitoring the President's performance.

EVIDENCE

Review of the [Monitoring Report summary](#) document confirms that all Monitoring Reports for the year have been submitted and accepted by the Board. Improvements have also been made to the summary document for [monitoring reports](#) to ensure when there are areas for improvement or places where there is noncompliance, the board can track and follow up as necessary. Moreover, the

Governance Committee added a quarterly review of the Monitoring Report Summary with follow-up from the chair to confirm improvements. All board members agree that the monitoring reports provide appropriate and reasonable interpretation of compliance as well as evidence to support the findings.

1.2 Let the Board be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.

INTERPRETATION – Compliance will be shown when, in a case where there is actual or anticipated non-compliance with Ends or Executive Limitations policy, there is documented communication from the President to the Board of the actual or anticipated non-compliance, whether as part of the monthly meeting, or sooner if necessary, and that such non-compliance appears on the Monitoring Report summary document. This is reasonable because each month the Board receives communication from the President and is able to timely review the Monitoring Report summary document.

EVIDENCE

Since the September 2025 EL-08 Monitoring Report, there were no incidences of actual or anticipated non-compliance. All Board members agree that they are informed of any actual or anticipated non-compliance.

1.3 Let the Board be unaware of any incidental information it requires, including anticipated media coverage, actual or anticipated legal actions, and material or publicly visible internal changes or events, including changes in executive personnel.

1.3.1 Significant issues among the student body, employees, or communities.

1.3.2 Signals from elected officials of potential changes to legislation, regulations, or funding.

INTERPRETATION – The president approaches communication with the board with a spirit of “no surprises” and the perspective that too much information is better than too little. There are multiple situations where it is appropriate to inform the board of college activities in between board meetings, whether it be challenges or celebrations. Compliance is shown when 100% of the board members agree when asked the following questions:

- The President informs the Board of any incidental information it requires, including anticipated media coverage, actual or anticipated legal actions, and material or publicly visible internal changes or events, including changes in executive personnel.
- The President informs the Board of any significant issues among the student body, employees, or communities.
- The President informs the Board of signals from elected officials of potential changes to legislation, regulations, or funding.

This is a reasonable interpretation because board members expect that they should be informed of situations that may cause reputational harm to the college and are prepared to respond appropriately as the governing body of the College.

EVIDENCE

One of the three survey questions was not unanimous. Moreover, feedback that was included in the survey results and in 1:1 communications between the board members and the president has reflected some concern about the information shared with the board about specific personnel issues. Multiple discussions have occurred within the governance committee and at the operations level. Additional protocols have been established to ensure that there is more direct oversight of personnel situations that have risen to level of termination. The President will continue to connect with the board chair to provide more details on specific situations and to determine how broadly to share information. This is an area of non-compliance.

1.4 Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the President.

INTERPRETATION – The president and VPAS/General Counsel are committed to open communication and trust building so that any situations of non-compliance can be discussed openly and in a timely manner. Compliance will be demonstrated when the Board is notified verbally during a meeting, they are out of compliance with any policy which is then recorded in the minutes. This is reasonable because it provides immediate notice of non-compliance.

EVIDENCE

Since the September 2025 EL-08 Monitoring Report, review of meeting minutes confirms no instances were recorded in the meeting minutes notifying the Board of a lack of compliance with any Governance Process or Board-President Delegation policy.

1.5 Present information in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.

INTERPRETATION – Compliance will be demonstrated when Board feedback is unanimous that the President & Cabinet members present information for each agenda item that is clear and concise and the agenda is labeled appropriately in sections so the Board can differentiate between monitoring, decision making, and general information. This is reasonable and required for the Board to accomplish its responsibilities.

EVIDENCE

The results include one board member feeling that information is not appropriate in length and complexity – however there was not a comment to describe the concern. All board members agree that the information is presented in a way that clearly differentiates its purpose. This is an area of non-compliance.

2. Allow the Board to be without reasonable administrative support for Board activities.

INTERPRETATION – I interpret that compliance with this policy will be demonstrated when, in addition to the evidence to show compliance with sections 2.1 and 2.2, the Board focus group feedback is unanimous that the Board Recording Secretary provides appropriate administrative support for all Board meetings. This is reasonable because the Board Recording Secretary is the person primarily responsible for Board administrative support and focus groups provide an informal feedback method to communicate to the President the appropriateness of the level of administrative support provided.

EVIDENCE

Survey responses provide unanimous support that the Board Recording Secretary meets expectations (there was one non-response).

2.1 Allow the Board to be without a workable, user-friendly mechanism for official Board, officer or Board committee communications.

INTERPRETATION – Compliance will be demonstrated when Board members have access to a dedicated system to access their board meeting materials. This is reasonable and required for the Board to accomplish its responsibilities.

EVIDENCE

OnBoard is the dedicated system used to access board meeting materials.

2.2 Allow the Board to be without Board Secretary services that meet all legal requirements and ensure the integrity of the Board's documents.

INTERPRETATION – Compliance will be shown when minutes of all board meetings are properly recorded, published and archived by the Board Recording Secretary. This is reasonable because the Board is legally required by statute to record and publish minutes of its meetings.

EVIDENCE

Review of the College website confirms that minutes of all Board meetings have been properly recorded and published pursuant to state statute.

3. Impede the Board's holism, misrepresent its processes and role, impede its lawful obligations, or assume prerogatives of the Board.

3.1 Deal with the Board in a way that favors or privileges certain Board members over others, except with (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.

INTERPRETATION – Compliance will be demonstrated when the President treats the Board as a unit and supports its work to operate in a lawful and ethical manner and further, will be illustrated in unanimous agreement in the survey question: "The President does not deal with the Board in a way that favors or privileges certain Board members over others." This interpretation is reasonable because it prohibits the President from purposely creating division.

EVIDENCE

The President recognizes that the Board works as a whole and has not had conversations with board members nor taken any action that would create divisions that would negatively impact the Board's ability to fulfill its role, meet its lawful obligations nor allow for special treatment of the board members as individuals. Annually, the Board is asked to review and complete a conflict of interest statement to validate that no preferential treatment is given to board members or their business interests.

The President and the Cabinet members regularly respond to individual members requests for information without impeding the Board's holism. Often the requests for information are shared with the entire board with an email forward or an item added to OnBoard or the upcoming Board meeting. The President and the Chair have regular meetings to prepare and review the meeting agenda and at times, consult about sensitive matters prior to sharing with the board.

The President, Cabinet members and the board recording secretary also understand and respect the holism of the Board and have not taken actions to impede their ability to fulfill their obligations, nor provide preferential treatment.

There is not unanimous agreement that the President deals with the Board in a way that favors or privileges certain Board members over others. Therefore, this is an area of non-compliance.

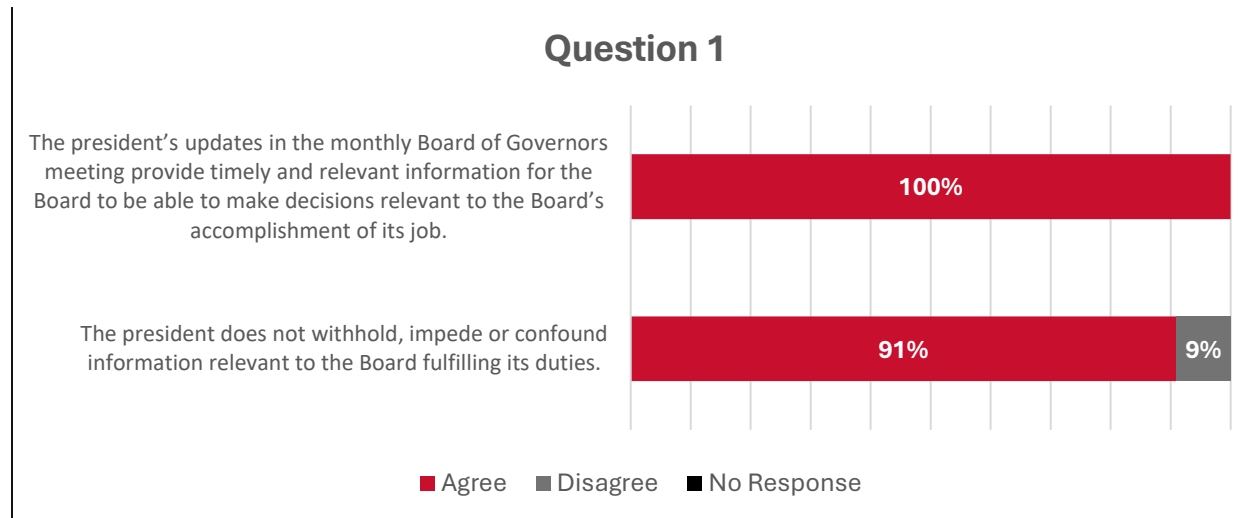
3.2 Neglect to supply for the Required Approvals agenda all items delegated to the President, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.

INTERPRETATION – Compliance will be shown when the monthly agenda includes required approvals/items for decision that are outlined in state statute and board policy and set forth on the Board Planning Cycle. This is reasonable because the Board Planning Cycle is regularly reviewed by the Board Recording Secretary and the college General Counsel to ensure decisions required by statute are included and the Board is able to review the Planning Cycle document on a monthly basis.

EVIDENCE

Review of meeting minutes confirms that on a monthly basis, the President, Board Secretary, and VPAS/Legal Counsel review the legal/statutory obligations of the board and those requirements outlined in Board Policies to ensure they are included as an *Item for Decision* (i.e., Required Approvals). The draft agenda is also reviewed and approved by the Board Chair before it is finalized. There was one incident this year where the actions of the Governance Committee were not brought forward in a timely manner for full board approval. It was corrected in a subsequent meeting and the Recording Secretary and the VPAS/Legal Counsel reviewed the process so that it will not occur in the future.

APPENDIX:

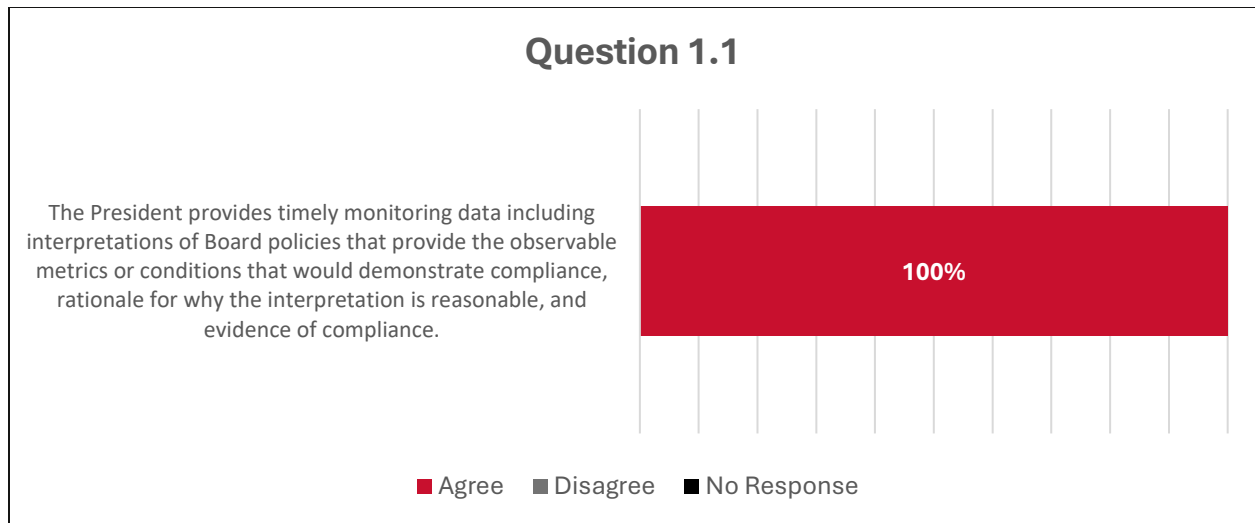


Question	Agree	Disagree	No Response
The president's updates in the monthly Board of Governors meeting provide timely and relevant information for the Board to be able to make decisions relevant to the Board's accomplishment of its job.	11	0	0
The president does not withhold, impede or confound information relevant to the Board fulfilling its duties.	10	1	0

Comments

- Dr. Barrett does provide updates to the board in regard to information needed to fulfill_
- I appreciate the thoroughness of the Monitoring Reports and the presentation at the meetings.
- The information provided to the Board sometimes feel curated or glossy. A more honest conversation about some of the issues would be welcome.
- Dr. Barrett does a great job of providing relevant information to the Board of Governors in a timely manner. I hope all Board Members feel they can freely express their honest opinions.

APPENDIX:

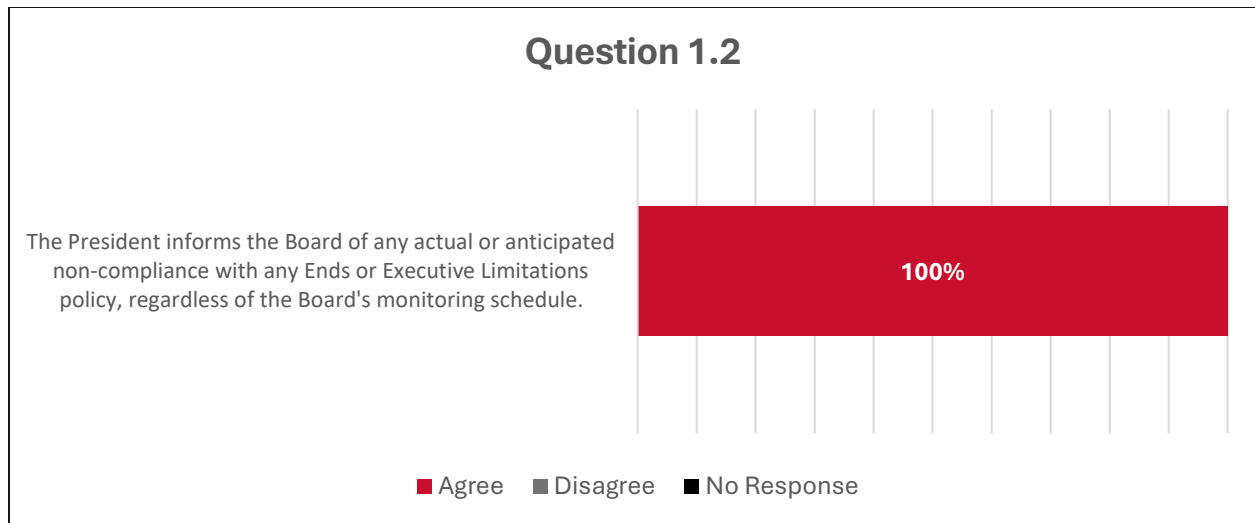


Question	Agree	Disagree	No Response
The President provides timely monitoring data including interpretations of Board policies that provide the observable metrics or conditions that would demonstrate compliance, rationale for why the interpretation is reasonable, and evidence of compliance.	11	0	0

Comments

- Monitoring reports are completed and presented in a manner that is positive and informative for the board.
- Monitoring Reports always include good interpretation and evidence and it is presented in a clear and concise way.
- Yes, this done very well. Especially in today's world, where data and its true sources keep changing.

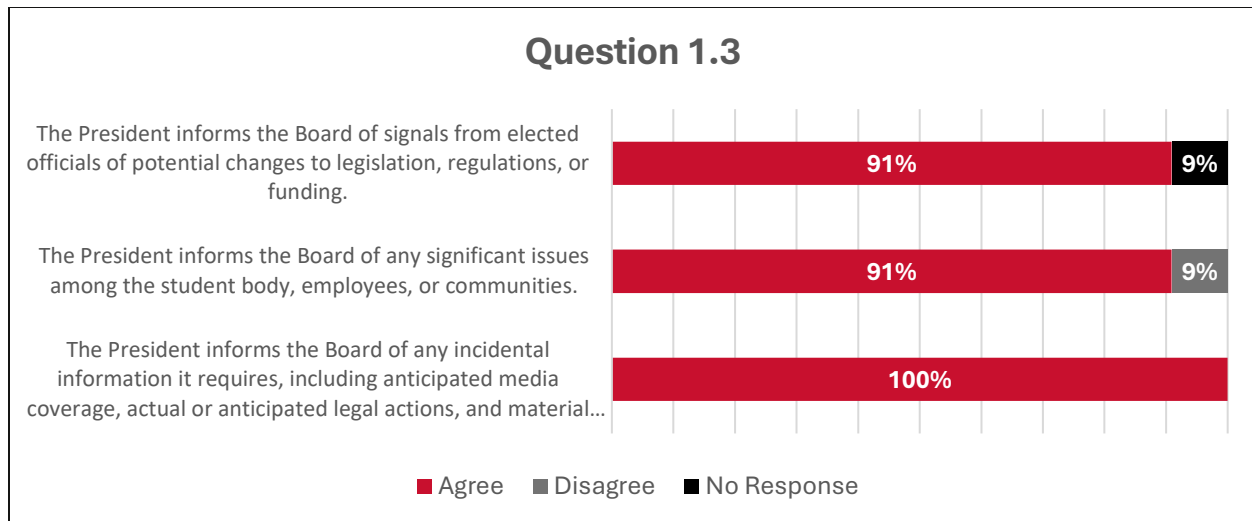
APPENDIX:



Question	Agree	Disagree	No Response
The President informs the Board of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.	11	0	0

- Dr. Barrett is very consistent on making the board aware of any anticipated non-compliance items.

APPENDIX:

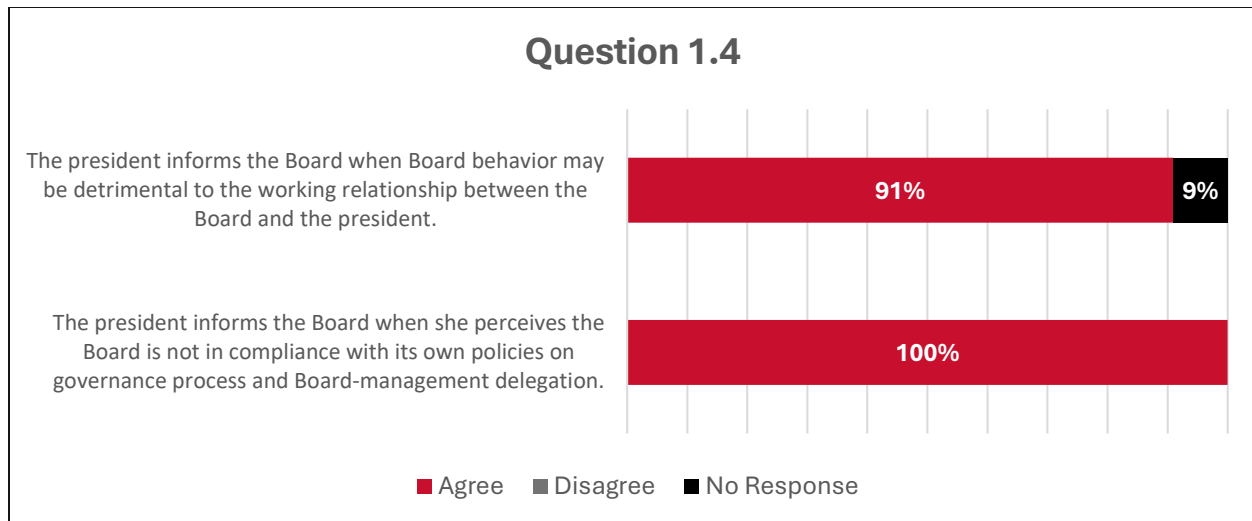


Question	Agree	Disagree	No Response
The President informs the Board of signals from elected officials of potential changes to legislation, regulations, or funding.	10	0	1
The President informs the Board of any significant issues among the student body, employees, or communities.	10	1	0
The President informs the Board of any incidental information it requires, including anticipated media coverage, actual or anticipated legal actions, and material or publicly visible internal changes or events, including changes in executive personnel.	11	0	0

Comments

- Very good on legislative issues.
- Board members are very informed of all media coverage and all other matters that need to be addressed.
- There are likely some issues within employees, cabinet and student body that the Board would benefit from hearing. Terminations, PIP's, Faculty Complaints about anyone in leadership, staffing issues (where & what can't we hire).
- I think we could have had a little more information about the employee whose contract was terminated before it reached the hearing stage.
- President Barrett is very good at keeping us well informed of situation s in our unicameral.
- Regarding potential legal actions, when is it pertinent for board President to share information with the board?

APPENDIX:

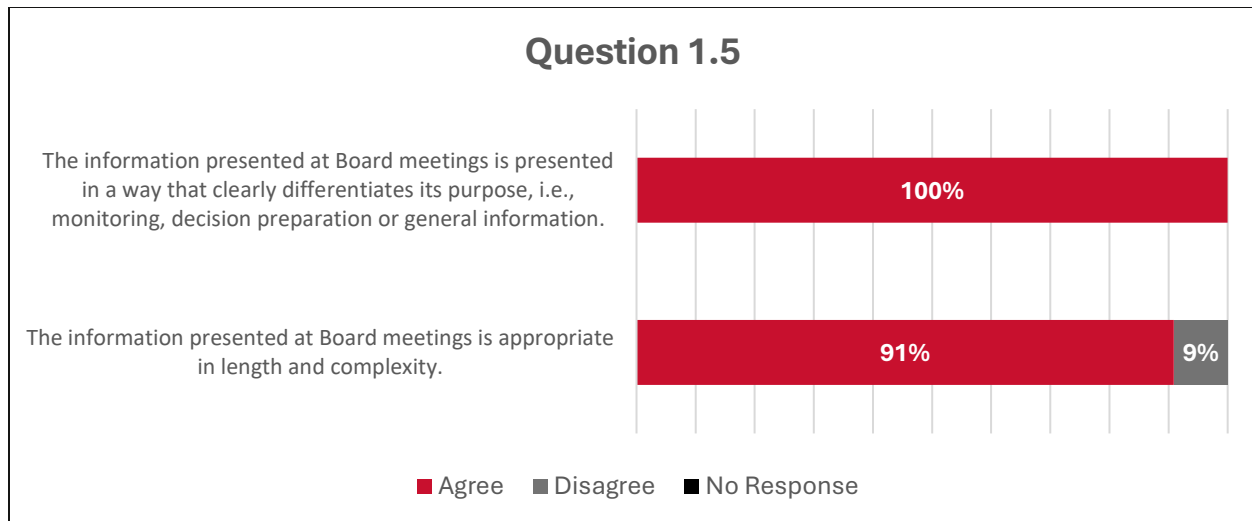


Question	Agree	Disagree	No Response
The president informs the Board when Board behavior may be detrimental to the working relationship between the Board and the president.	10	0	1
The president informs the Board when she perceives the Board is not in compliance with its own policies on governance process and Board-management delegation.	11	0	0

Comments

- Fortunately have never had this arise.
- We have not really had any significant situations like this, but I believe the President would comply with this and the Governance Committee would address any issues and provide suggestion and/or recommendations to the Board.

APPENDIX:

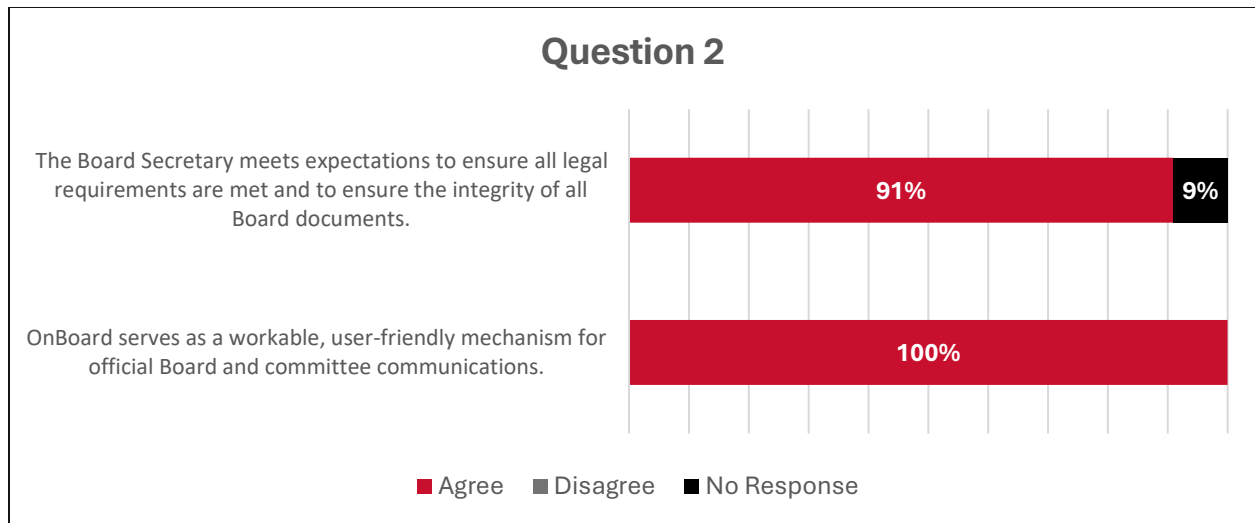


Question	Agree	Disagree	No Response
The information presented at Board meetings is appropriate in length and complexity.	10	1	0
The information presented at Board meetings is presented in a way that clearly differentiates its purpose, i.e., monitoring, decision preparation or general information.	11	0	0

Comments

- Time appropriate with leaving enough time for the board to ask questions or make comments.
- With our Governance Policy Executive Limitations, the Board has provided clear expectations for the President and the President has a clear understanding of these expectations and the presentation to the Board is clear, concise and thorough.
- Rather than listing all evidence, it might be helpful to correlate evidence to specific outcome or lack of outcome. How can board member view evidence as more relevant?

APPENDIX:

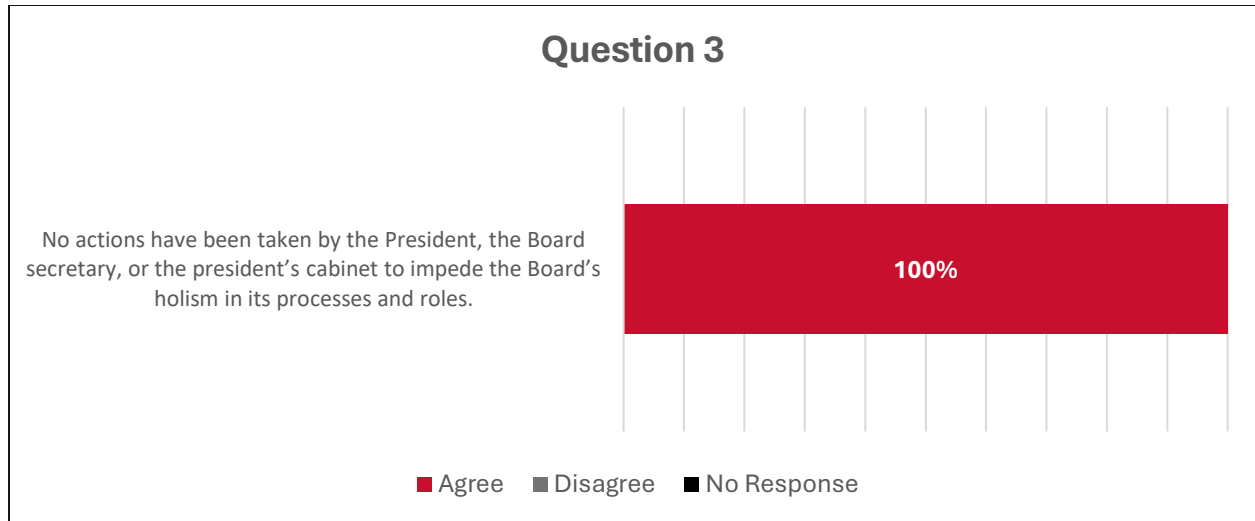


Question	Agree	Disagree	No Response
The Board Secretary meets expectations to ensure all legal requirements are met and to ensure the integrity of all Board documents.	10	0	1
OnBoard serves as a workable, user-friendly mechanism for official Board and committee communications.	11	0	0

Comments

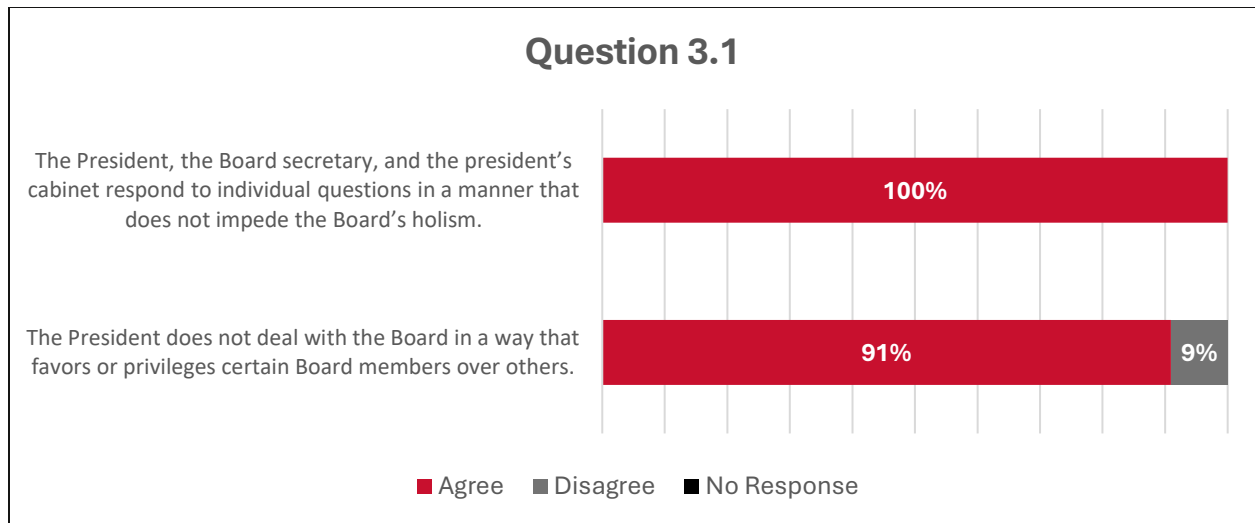
- Diane does a great job and we have all become more comfortable with the process.
- User friendly and secretary is knowledgeable on the system to assist when needed.
- OnBoard is excellent and the support the two standing committees is outstanding.
- We are all getting better at using this platform.

APPENDIX:



Question	Agree	Disagree	No Response
No actions have been taken by the President, the Board secretary, or the president's cabinet to impede the Board's holism in its processes and roles.	11	0	0

APPENDIX:

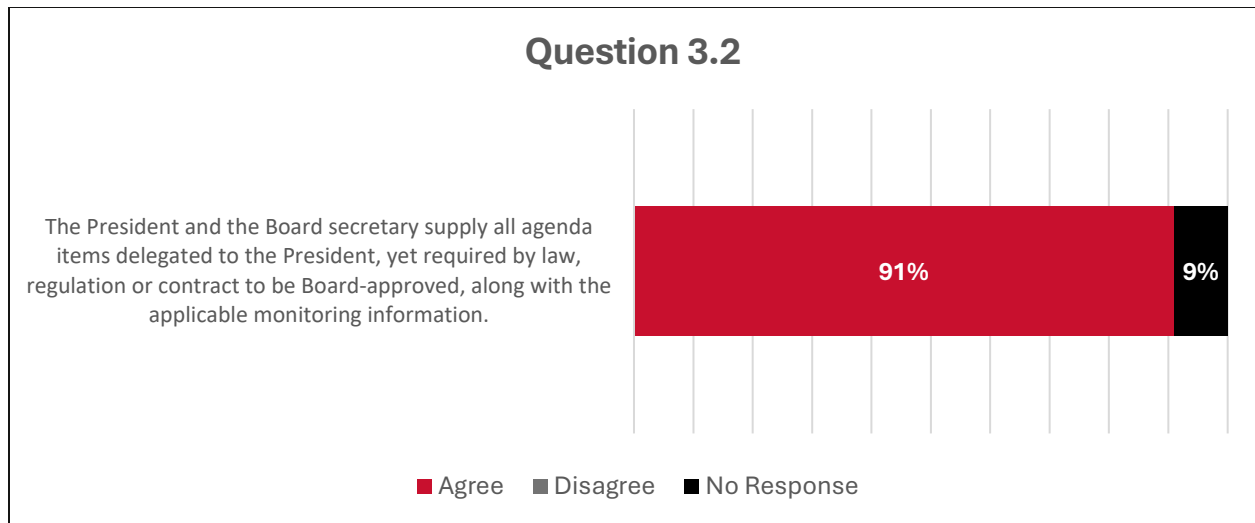


Question	Agree	Disagree	No Response
The President, the Board secretary, and the president's cabinet respond to individual questions in a manner that does not impede the Board's holism.	11	0	0
The President does not deal with the Board in a way that favors or privileges certain Board members over others.	10	1	0

Comments

- President and secretary are very professional in handling communication with board members.
- Dr. Barrett handles all board members as equal individuals. I have not witnessed any exception to this.
- Our Board and the President definitely are in line with this.
- I've noticed that Dr. Barrett's responses vary depending on who is asking the questions and whether the subject matter is operational or philosophy-related.

APPENDIX:



Question	Agree	Disagree	No Response
The President and the Board secretary supply all agenda items delegated to the President, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.	10	0	1

Comments

- We are very fortunate to have the people in place as our President and Board Secretary. The very best in the Nebraska Community College system.
- Very timely with sending reports before our meetings.
- Our Board secretary is outstanding and the Board is provided excellent agenda and associated documents and presentations so the Board is well prepared for the Board Meetings.