

KALAMAZOO PUBLIC SCHOOLS
Office of the Superintendent
1220 Howard Street
Kalamazoo, MI 49008
Telephone (269) 337-0123 | TDD (269) 337-0152
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March 17, 2026

**MEETING ANNOUNCEMENT FOR THE
KALAMAZOO PUBLIC SCHOOLS BOARD OF EDUCATION**

A regular meeting of the Board of Education of the Kalamazoo Public Schools will be held on Thursday, March 19, 2026, at 7:00 p.m. in the Boardroom of the Administration Building, 1220 Howard Street, Kalamazoo, MI 49008. The meeting will be live streamed on Public Media Network on the Live TV Channel PMN 5: <https://publicmedianet.org/pmn-five/>.

The Board of Trustees, Superintendent, and senior staff will have an informational dinner meeting at 5:30 p.m. in the Superintendent's office area and will also discuss any matters that may come before the Board.

KALAMAZOO PUBLIC SCHOOLS

Carol McGlinn, Secretary
Board of Education

- ❖ Please contact the Superintendent's Office in advance of the meeting if auxiliary aids or services for individuals with disabilities are needed.
- ❖ Official minutes of Kalamazoo Public Schools Board of Education open meetings are available for inspection within eight working days of the meeting at the Superintendent's Office, 1220 Howard Street, Kalamazoo, MI 49008.

**POLICY
of the
BOARD OF EDUCATION
KALAMAZOO PUBLIC SCHOOLS**

1.2 Public Participation During a Meeting of the Board of Trustees

Policy

While balancing legitimate privacy interests of students and staff, the Board of Trustees welcomes community input at public meetings of the Board of Trustees.

Specifics

1. Persons requesting to address the board will be asked to complete a sign-in sheet by the end of the public comment period. The portion of that sign-in sheet requiring completion will include: name, school district in which the person resides, and connection to/interest in the Kalamazoo Public Schools. The optional portion will be held private and will include: mailing address, email address, phone number, topic about which they will be speaking and, if authorized and applicable, the organization they represent.
2. The presiding board officer will invite persons to come to the podium in the order in which the sign-in sheets were completed.
3. If after 30 minutes everyone who has completed a sign-in sheet has not had the opportunity to address the board, the public comment period will be tabled and resume before adjournment.
4. Speakers have three minutes each and must stop speaking promptly when signaled.
5. Speakers may not address confidential student or personnel matters, but may submit such concerns to the board in writing.
6. Speakers are encouraged to provide the board with a written copy of their comments and other appropriate supporting documentation, which will be copied and distributed as needed to appropriate staff/personnel.
7. The public is required to exercise common courtesy during the meeting and must follow rule of order. The presiding board officer may terminate public comments that are profane, vulgar, or defamatory, especially if these comments result in a disturbance or breach of peace. Personal attacks against an employee or board member that are totally unrelated to his or her duties are prohibited. If a person engages in disruptive conduct or is out of order, the board presiding officer will strike his or her gavel and warn the person to discontinue their behavior. Further disruptions will result in the person being asked to leave. Refusal to leave will result in being escorted out of the building. (MCL 380.1808)

Adopted: February 13, 2003

Revised: December 17, 2009

Revised: June 25, 2013

Adopted: December 19, 2019

Revised: November 21, 2024

This policy supersedes all other policies on this issue.

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1220 Howard St. Kalamazoo, MI 49008
March 19, 2026 – 7:00 p.m.
A G E N D A

- I. Call to Order**
- II. Pledge of Allegiance**
- III. Acceptance of Agenda**
- IV. Attendance**
- V. Board Recognitions**
- VI. Committee Reports/School Reports**
- VII. Correspondence**
- VIII. Consent Calendar Items**
 - A. Minutes**
March 5, 2026 Regular Meeting Minutes
 - B. Business and Financial Reports**
Purchase Recommendation 2026-36, 2026-37, and 2026-38
 - C. Personnel Items**
Personnel Changes
- IX. Reports and Recommendations**
 - A. Superintendent's Report**
 - B. Second Reading and Adoption of Policy 1.1 Board Leadership Through Policy, Policy 1.2 Public Participation During a Meeting of the Board of Trustees, 1.4 Indemnification, 2.1 Superintendent Authority and Establishment of Procedures, 3.1 Philosophy of Learning, and 3.8 Safety & Crisis Management**
- X. Persons Requesting to Address the Board (3-minute individual limit)**
- XI. Other Business**
- XII. Comments by Trustees/Superintendent**
- XIII. Closed Session**
- XIV. Next Regular Board of Education Meeting: Wednesday, April 8, 2026 – 7:00 p.m.**

KALAMAZOO PUBLIC SCHOOLS
Board of Education Meeting
1220 Howard Street
March 5, 2026 - Regular Meeting Minutes

I. Call to Order

President TiAnna Harrison called the meeting to order at 6:00 p.m.

II. Pledge of Allegiance

The Pledge of Allegiance was recited.

III. Acceptance of Agenda

President Harrison called for a motion to accept the agenda.

MOTION: Trustee Takisha Johnson, supported by Treasurer Karla Murphy, moved to accept the agenda.

Disposition: Voice vote; all in favor. The motion was carried unanimously by trustees present.

IV. Attendance

Board members present: TiAnna Harrison, Carol McGlinn, Karla Murphy, Jennie Hill,, and Takisha Johnson. Virtually present: Patti Sholler-Barber. Board members absent: Yvonne Payton. Dr. Darrin Slade was also present.

V. Board Recognitions

Parkwood Upjohn Elementary Principal Jessica Rosecrans recognized students Ayden Black Jasmine Adams, Jaelynn Brown, Lorelei Kelly, Braxton Richards, and Teniko Langston.

Spring Valley Center for Exploration Principal Heather Misner recognized students Danish Nikzad, Behishta Nikzad, Richard King, Joel Lee, Samantha Fuehr, and Lennox Nabors.

Maple Street Magnet School for the Arts Athletic Director Thomas Unangst and Wrestling Coaches Caleb Alger and Georgio Ballentine recognized students Axl Kimbrough, Eli Jung, Hussein Tounkara, Kallan Crigger, Karar Al-Saedy and Tey'brion Bradley..

VI. Committee Reports/School Reports

Secretary McGlinn updated from the Operations Committee. They met on March 2 and received a finance update from Chief Financial Officer Laura Kayser. They discussed future construction of Woodward Elementary. They also discussed the teacher salary and benefit costs and where students come from whether it is their home school or by school of choice.

Treasurer Murphy updated from the Governance Committee. They discussed board policy. She stated that, as a board, they have adopted a number of policies that did not make it to the public policy book. She announced that policies will be brought to the floor later in the meeting for a first reading.

President Harrison updated from the Superintendent Evaluation Committee. The committee met to discuss the Superintendent mid-year evaluation. She announced the Board will review the evaluation later in the meeting.

VII. Correspondence

Secretary McGlinn reported there was no correspondence for the period of February 18 - March 3, 2026.

VIII. Consent Calendar

President Harrison presented the Consent Calendar items: VIII.A February 19, 2026 Regular Meeting Minutes, VIII.B.1 Purchase Recommendation 2026-34, 2026-35, and VIII.C Personnel Changes.

Motion: Trustee Johnson, supported by Secretary McGlinn, moved to accept the Consent Calendar.

Disposition: Voice vote; all in favor. Motion carried unanimously by trustees present.

Discussion from the board:

Carol McGlinn

- Thanked the voters for supporting the bond.
- Thanked Mr. Haight for keeping our technology up to date.
- Recognized the importance of the summer literacy program.

Jennie Hill

- Requested clarification regarding the benefits of the summer literacy program. Director of Curriculum, Instruction and Professional Development Dr. Angela Thomas responded by stating that the program has been expanded to include Kindergarten and first grade, along with the addition of interactive booklets.

IX. Reports and Recommendations

A. Superintendent's Update

Superintendent Dr. Darrin Slade presented an update on the district's 2024-2025 graduation rate data. He reported that Kalamazoo Public Schools' overall four-year graduation rate increased from 65.85% in 2022-2023 to 77.35% in 2024-2025, an increase of 11.5 percentage points and the highest rate recorded by the district. Dr. Slade noted that all student subgroups showed improvement, including significant gains among African American males, Hispanic females, and students with disabilities. He also reported that Kalamazoo Central High School achieved a graduation rate of 87.77% and Loy Norrix High School 83.91%, bringing both schools near or at the state average of 84.1%. Dr. Slade stated that the district's alternative programs, Phoenix High School and the Kalamazoo Innovative Learning Program (KILP), contributed to the improvement by providing additional support for students working toward graduation.

B. First Reading, Policy 1.1 Board Leadership Through Policy, Policy 1.2 Public Participation During a Meeting of the Board of Trustees, 1.4 Indemnification, 2.1 Superintendent Authority and Establishment of Procedures, 3.1 Philosophy of Learning, and 3.8 Safety & Crisis Management

Treasurer Murphy conducted the first reading of the following policies:

- Policy 1.1: Board Leadership Through Policy
- Policy 1.2: Public Participation During a Meeting of the Board of Trustees
- Policy 1.4: Indemnification
- Policy 2.1: Superintendent Authority and Establishment of Procedures
- Policy 3.1: Philosophy of Learning
- Policy 3.8: Safety & Crisis Management

Treasurer Murphy noted that these policies were previously voted on and approved, but the date was not updated or included in the public packet. She will read them tonight to adopt them as public policies. Additional policies have been identified and will be presented at the next meeting.

X. Persons Requesting to Address the Board (3-minute individual limit)

Public comments/audience participation. No actions taken.

XI. Other Business

A. Professional Development Request for TiAnna Harrison

XII. Comments by Trustees/Superintendent

Carol McGlinn

- Shared that Dr. Slade has exceeded expectations in the evaluation.
- Stated that the strategic plan outlines numerous goals and evaluation methods.
- Feels strong confidence in Dr. Slade's exceptional performance.
- Stated anticipation of continued success.

Jennie Hill

- Shared that Dr. Slade's focus remains consistently on student instruction.
- Stated that there is effective collaboration with senior administration and district staff.
- Feels appreciative of the hard work invested in the strategic plan.

TiAnna Harrison

- Shared how proud she is of Dr. Slade and his hard work.

XIII. Closed Session

Dr. Slade requested the board convene in closed session to discuss his mid-year evaluation.

President Harrison moved to convene in closed session under MCL-Section 15.268(a) to consider a periodic personnel evaluation of a public officer, employee, staff member, or individual agent, if the named individual requests a closed hearing. An individual requesting a closed hearing may rescind the request at any time, in which case the matter at issue must be considered after the rescission only in open sessions.

MOTION: President Harrison, supported by Treasurer Murphy, moved to convene in closed session.

Disposition: Voice vote; all in favor. Motion carried unanimously by trustees present.

President Harrison called the meeting back to order at 6:51 p.m.

President Harrison presented the three goals established by Dr. Slade:

1. Enhance student performance in reading and math, as evidenced by year-end state assessments and benchmark tests.
2. Decrease chronic absenteeism across most district schools.
3. Conduct a minimum of 15 staff and community meetings this year to allow district stakeholders to offer input and feedback on district progress.

President Harrison noted that the superintendent has surpassed the established goals. For the remainder of the year, the superintendent's objectives include maintaining these achievements, conducting school site visits with senior leadership, overseeing M-STEP ELA practice monitoring, and implementing positive incentives for attendance and instruction with principals. The evaluation process is scheduled for completion by the June 30 deadline.

XIV. Next Board of Education Meeting

The next Regular Board of Education meeting is Thursday, March 19, 2026, at 7:00 p.m.

MOTION: Trustee Johnson, supported by Treasurer Murphy made a motion to adjourn the meeting.

Disposition: Voice Vote; all in favor. Motion carried unanimously by trustees present.

President Harrison adjourned the meeting at 6:54 p.m.

Respectfully submitted,

Nicole DeGraaf, Recording Secretary,
on behalf of Carol McGlinn,
Secretary, Board of Education

KALAMAZOO PUBLIC SCHOOLS

PURCHASE RECOMMENDATION DATA SHEET

Board Meeting Date: March 19, 2026

Request Number: 2026-36

Amount: \$603,675.00

Item: 1,500 Lenovo 300e Chromebooks, 200 Lenovo 500e Chromebooks, 1700

Cost Center: 2022 Bond

Cost Center Representative(s) Attending Board Meeting: Ian Haight

Description of Need:

The purchase recommendation is for 1,500 300e Chromebooks for student device refresh; 200 Lenovo 500e Chromebooks for staff refresh; and 1,700 Google Chrome Education Upgrade digital licenses to manage the devices on our domain.

Vendor: CDW-G
Chicago, IL

Number of Proposals Requested: N/A **Received:** N/A

Low Bid Accepted: N/A

Additional Information:

The REMC statewide cooperative acquisitions project is provided as a service for the schools of Michigan. This program has been established through legislation (Michigan Compiled Laws Act 451 Section 380.671) and the rules and regulations of the Michigan Board of Education. The project provides large-volume bid prices on a variety of educational resources, which enables schools and school districts statewide to aggregate purchases and generate savings in tax dollars and staff time.

KALAMAZOO PUBLIC SCHOOLS

PURCHASE RECOMMENDATION DATA SHEET

Board Meeting Date: March 19, 2026

Request Number: 2026-37

Amount: \$5,703,594.00

Item: Northglade Montessori Magnet School Remodel

Cost Center: 2022 Bond

Cost Center Representative(s) Attending Board Meeting: Karen Jackson

Description of Need:

Remodeling at Northglade Montessori Magnet School will happen over the 2026/2027 school year. The work includes: installing new digital marquee, removing the portable classroom and adding a storage addition, replacing all exterior windows and storefront, replacing interior doors and hardware, and replacing the HVAC system throughout the building and adding air conditioning.

Vendor: See attached spreadsheet

Number of Proposals Requested: 88 **Received:** 17

Low Bid Accepted: Yes

Additional Information:

Budget \$5,161,513

Bid Amount \$5,185,085

Contingency 518,509

Total \$5,703,594

Under(Over) \$ (542,081)

CONTRACTOR RECOMMENDATIONS

Project: NORTHGLADE MONTESSORI MAGNET SCHOOL Remodel

Owner: Kalamazoo Public Schools

Architect: TowerPinkster

Construction Manager: The Skillman Corporation

Bid Date: February 17, 2026

<u>BID CATEGORY</u>	<u>RECOMMENDED CONTRACTOR</u>	<u>BID AMOUNT</u>	<u>ALTERNATE</u>	<u>TOTAL</u>
General Trades	HALL BUILDERS, LLC. Paw Paw, MI	\$1,113,615	\$28,000	\$1,141,615
Aluminum Entrances / Storefronts / Doors	MIDWEST GLASS & MIRROR Stevensville, MI	\$457,570		\$457,570
Mechanical	MALL CITY MECHANICAL Kalamazoo, MI	\$2,315,000	\$210,800	\$2,525,800
Electrical	HI-TECH ELECTRIC CO., INC. Portage, MI	\$1,035,600	\$24,500	\$1,060,100
TOTAL RECOMMENDATION:				<u>\$5,185,085</u>

KALAMAZOO PUBLIC SCHOOLS

PURCHASE RECOMMENDATION DATA SHEET

Board Meeting Date: March 19, 2026

Request Number: 2026-38

Amount: \$2,795,539.00

Item: Maple Street Magnet School Office Remodel and Addition

Cost Center: 2022 Bond

Cost Center Representative(s) Attending Board Meeting: Karen Jackson

Description of Need:

This purchase recommendation is for construction at Maple Street Magnet School. It includes a storage room addition in the cafeteria, a new digital marquee on Maple Street and remodeling and an addition to the main office complex.

Vendor: See attached spreadsheet

Number of Proposals Requested: 93 **Received:** 16

Low Bid Accepted: Yes

Additional Information:

Budget \$2,009,700

Bid Amount \$2,541,399

Contingency 254,140

Total \$2,795,539

Under(Over) \$ (785,839)

CONTRACTOR RECOMMENDATIONS

Project: MAPLE STREET MAGNET SCHOOL Office Remodel

Owner: Kalamazoo Public Schools

Architect: TowerPinkster

Construction Manager: The Skillman Corporation

Bid Date: February 26, 2026

<u>BID CATEGORY</u>	<u>RECOMMENDED CONTRACTOR</u>	<u>BID AMOUNT</u>
GENERAL TRADES	E&L Construction Group, Inc. Flint, MI	\$1,518,300.00
ROOFING	Hoekstra Roofing Company Kalamazoo, MI	\$223,385.00
ALUMINUM ENTRANCES, STOREFRONTS & DOORS	Reliable Glass Installers, LLC Kalamazoo, MI	\$118,120.00
MECHANICAL	A-1 Refrigeration Sales & Service Kalamazoo, MI	\$333,494.00
ELECTRICAL	Hi-Tech Electric Portage, MI	\$348,100.00
TOTAL AMOUNT:		<u>\$2,541,399.00</u>

KALAMAZOO PUBLIC SCHOOL
Office of the Superintendent

TO: Board of Trustees

FROM: Dr. Darrin Slade, Superintendent

DATE: March 19, 2026

SUBJECT: Personnel Changes

RECOMMENDATION: It is recommended that the board approve the following employment changes:

- I. Employment
 - A. Professional/Management
 - B. Classified
 - Phillip J. Cunningham (Edmonds)**, Multilingual Paraprofessional, Loy Norrix High School, 03/23/2026
 - Jae'la M. Palmore**, Moderate Cognitive Impairment Self-Contained Paraprofessional, Spring Valley Center for Exploration, 03/09/2026
- II. Promotions/Key Transfers
 - A. Professional/Management
 - B. Classified
- III. Leaves of Absence
 - A. Professional/Management
 - B. Classified
- IV. Terminations
 - A.
 - Kimberly M. Kirshman**, Principal, Kalamazoo Innovative Learning Program and Kalamazoo Public Schools Virtual Program, Retirement, 6/30/2026
 - Andrew M. Laboe**, Assistant Principal/ Athletic Director, Loy Norrix High School, Retirement, 06/30/2026
 - Craig J. LeSuer**, Principal, Milwood Elementary School, Retirement 06/30/2026
 - B. Classified
 - Carol A. Eaton**, Special Education Resource Room Paraprofessional, Woods Lake Elementary: A Magnet Center for the Arts, Retirement, 06/08/2026
 - Cynthia E. Gardner**, Special Education Resource Room Paraprofessional, Milwood Magnet School: A Center for Math, Science, and Technology, Retirement, 06/08/2026
 - Hoagy L. Gaston**, Day Custodian, El Sol Elementary School, Retirement, 12/31/2026
 - Iryna Prokopets**, Multilingual Paraprofessional, Phoenix High School, Resignation, 03/18/2026
- V. Termination from Leave of Absence
 - A. Professional/Management
 - B. Classified
- VI. Return from Leave of Absence
 - A. Professional/Management
 - B. Classified

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- VII. Lay-offs
 - A. Professional/Management
 - B. Classified

**POLICY
of the
BOARD OF EDUCATION
KALAMAZOO PUBLIC SCHOOLS**

1.1 Board Leadership Through Policy

Policy

The District will be governed by the Board of Education through Board policies and state laws.

Specifics

1. The Board of Trustees will have a standing policy committee that will work closely with the Superintendent or designee to establish and review policies on a regular basis.
2. The Superintendent or designee will design correlating procedures as relevant, within a reasonable time frame, to be received by the Board and updated on a regular basis, with appropriate input.

MCL 380.11a

Adopted: February 13, 2003

Revised: November 12, 2009

Revised: June 25, 2013

Revised: November 21, 2024

This policy supersedes all other policies on this issue.

**POLICY
of the
BOARD OF EDUCATION
KALAMAZOO PUBLIC SCHOOLS**

1.2 Public Participation During a Meeting of the Board of Trustees

Policy

While balancing legitimate privacy interests of students and staff, the Board of Trustees welcomes community input at public meetings of the Board of Trustees.

Specifics

1. Persons requesting to address the board will be asked to complete a sign-in sheet by the end of the public comment period. The portion of that sign-in sheet requiring completion will include: name, school district in which the person resides, and connection to/interest in the Kalamazoo Public Schools. The optional portion will be held private and will include: mailing address, email address, phone number, topic about which they will be speaking and, if authorized and applicable, the organization they represent.
2. The presiding board officer will invite persons to come to the podium in the order in which the sign-in sheets were completed.
3. If after 30 minutes everyone who has completed a sign-in sheet has not had the opportunity to address the board, the public comment period will be tabled and resume before adjournment.
4. Speakers have three minutes each and must stop speaking promptly when signaled.
5. Speakers may not address confidential student or personnel matters, but may submit such concerns to the board in writing.
6. Speakers are encouraged to provide the board with a written copy of their comments and other appropriate supporting documentation, which will be copied and distributed as needed to appropriate staff/personnel.
7. The public is required to exercise common courtesy during the meeting and must follow rule of order. The presiding board officer may terminate public comments that are profane, vulgar, or defamatory, especially if these comments result in a disturbance or breach of peace. Personal attacks against an employee or board member that are totally unrelated to his or her duties are prohibited. If a person engages in disruptive conduct or is out of order, the board presiding officer will strike his or her gavel and warn the person to discontinue their behavior. Further disruptions will result in the person being asked to leave. Refusal to leave will result in being escorted out of the building. (MCL 380.1808)

Adopted: February 13, 2003

Revised: December 17, 2009

Revised: June 25, 2013

Adopted: December 19, 2019

Revised: November 21, 2024

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**POLICY
of the
BOARD OF EDUCATION
KALAMAZOO PUBLIC SCHOOLS**

1.4 Indemnification

Policy

Any person, or his/her heir, executor, and/or administrator, who is, or has served as a Trustee of the Board of Education of the Kalamazoo Public Schools, County of Kalamazoo, shall be indemnified by the school district against all costs and expenses reasonably incurred in connection with any claim, action, suit, or proceeding, civil or criminal, in which the Trustee would be involved by virtue of being a Trustee during a particular period.

Specifics

Indemnity will not apply with respect to: civil actions for injury or damages caused by the actions committed outside of the scope of authority as a Trustee; civil actions caused by the Trustee's gross recklessness or intentional misconduct; or criminal action.

1. The District shall have the authority and opportunity to compromise, settle, and pay costs of any civil claim prior to or after the commencement of the civil action.
2. In lieu of indemnifying the Trustee for the cost of legal representation, the District reserves the right to employ a qualified attorney of the District's choice to represent the Trustee.

Adopted: February 13, 2003

Revised: November 12, 2009

Revised: June 25, 2013

Revised: December 19, 2024

This policy supersedes all other policies on this issue.

**POLICY
of the
BOARD OF EDUCATION
KALAMAZOO PUBLIC SCHOOLS**

2.1 Superintendent Authority and Establishment of Procedures

Policy

The Board vests in the Superintendent the responsibility to enforce the policies of the Board of Education, conduct operations of the District in a manner consistent with all policies of the Board, and carry out the statutory responsibilities of a general powers school district Superintendent.

Specifics

1. The Superintendent and/or designee will enforce the policies of the District in a fair, honorable, equitable and consistent manner.
2. The Superintendent will establish and maintain procedures for Board policies to be reviewed and received by the Board.

MCL 380.1229

Adopted: March 27, 2003

Revised: November 12, 2009

Revised: December 19, 2024

This policy supersedes all other policies on this issue.

**POLICY
of the
BOARD OF EDUCATION
KALAMAZOO PUBLIC SCHOOLS**

3.1 Philosophy of Learning

Policy

The District believes that all students can learn and should have access to opportunities that assist them in developing to their fullest potential. These opportunities and experiences should stimulate intellectual, personal, social and physical growth, within the financial and operational constraints of the District.

Specifics

1. The District should maintain a learning environment of high expectations for all students that should foster and promote success.
2. The District should inform students of and should teach grade-level content expectations at all instructional levels across classrooms and schools.
3. The District should foster cooperative relationships among school, family, and the community that promote success for all students.
4. The District should provide an environment of mutual respect, caring, and acceptance of diversity.
5. The District should assist students and parents in the development and understanding of students' plans for success.
6. The District should help students understand the importance of school and how performance, effort and decisions directly affect future career and educational opportunities.

Adopted: January 9, 2003

Revised: April 2, 2009

These procedures supersede all other procedures on this issue.

**POLICY
of the
BOARD OF EDUCATION
KALAMAZOO PUBLIC SCHOOLS**

3.8 Safety & Crisis Management

Policy

The District will develop, implement and regularly monitor and report plans relative to safety and crisis management throughout the school system.

Specifics

1. The District will collaborate with city, county, state and federal resources, agencies and organizations in conversations of current safety and crises management methods and/or procedures.
2. The District should develop and implement effective support systems for students, parents, staff and community members directly involved in incidents related to safety and crisis situations.

Adopted: January 9, 2003

Reviewed: December 3, 2020

This policy supersedes all other policies on this issue.