**St Paul of the Cross Retreat and Conference Center:**

**MONITORING REPORT: BOARD EXECUTIVE LINKAGE POLICIES (BEL’s) April 12, 2021**

Board Executive Linkage (BEL) policies: this category of policy is not the board giving instructions to the CEO/DMM, but the board “talking to itself” about how it will delegate to the CEO and monitor the CEO’s performance. This is a Board self-evaluation process. The other Board self-evaluation processes are the individual annual Board members’ evaluation, and the evaluation of the Governance Policies. (Last updated June, 2019.)

**BEL 1 – GLOBAL GOVERNANCE MANAGEMENT CONNECTION**

The board’s primary connection to the operation of the retreat center, its achievements, and conduct will be through the Director of Mission and Ministry (DMM), (and, in St. Paul’s current staffing structure, many of these BEL’s would include the involvement of Business Administrator’s role as required).

*The Board is in compliance, and the* *comments below in italics will demonstrate the Board’s compliance with the specifics of this policy.*

**BEL 2 – UNITY OF CONTROL**

Only officially passed motions of the board are binding on the Director of Mission and Ministry. Accordingly, decisions or instructions of individual board members, officers, or committees are not binding on the Director of Mission and Ministry except in rare instances when the board has specifically authorized such exercise of authority.

*According to the Board meeting minutes for the last year, the DMM has not been asked to do anything outside of being in compliance with the Ends Policies and the Executive Limitations policies, which were adopted by an officially passed motion at the September 17, 2018 Board meeting.*

*Additionally, in the last year, the Board has not specifically authorized exercise of authority to individual Board members.*

*The Board is in compliance with this policy.*

**BEL 3 – ACCOUNTABILITY OF THE DIRECTOR OF MISSION AND MINISTRY**

The Director of Mission and Ministry is the board’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Director of Mission and Ministry.

Accordingly, the board will:

1. Never give instructions to persons who report directly or indirectly to the Director of Mission and Ministry;
2. Refrain from evaluating, either formally or informally, any staff other than the Director of Mission and Ministry;
3. View the Director of Mission and Ministry’s performance as in relation to organizational accomplishment of board stated ENDS policies and adherence to its Executive Limitations Policies.

*The Board Chair received written correspondence from Sandra Arnould, Business Administrator and Fr. Pat Brennan, DMM on April 6, 2021, stating that she and Fr. Pat have not experienced any words or actions from Board members in the past year that would be in violation of BEL #3, 1-3.*

*The Board is in compliance with this policy.*

**BEL 4 – DELEGATION TO THE DIRECTOR OF MISSION AND MINISTRY**

The board will provide the following written policies to the Director of Mission and Ministry:

1. Ends Policies to be achieved;
2. Executive Limitation Policies describing organizational situations and actions to be avoided.

The Director of Mission and Ministry may use any reasonable interpretation of these policies.

Accordingly, the board will:

1. Develop policies instructing the Director of Mission and Ministry to achieve certain results for certain recipients at a specified cost or relative worth. These policies will be developed systematically from the broadest most general level to more defined levels and will be called ENDS Policies.

*The Board has stated the Ends policies in written form. Review of our minutes for the past year documents that the Ends are the only results that the board has expected from the DMM.*

*The Board is in compliance with this policy.*

1. Develop policies which limit the latitude the Director of Mission and Ministry may exercise in choosing the organizational means. These policies will be developed systematically from the broadest most general level to more defined levels and they will be called Executive Limitation Policies (EL’s);

*The Board has stated the Executive Limitations policies in written form. Review of our minutes for the past year documents that the Executive Limitations policies describe organizational situations and actions the DMM is to avoid.*

*The Board is in compliance with this policy.*

1. Authorize the Director of Mission and Ministry to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities, using any reasonable interpretation of the board’s Ends and Executive Limitation Policies.

*This authorization was documented in Board minutes, where at times, a reasonable interpretation or compliance benchmarks were questioned by the Board, and through discussion, mutually agreed upon interpretation and benchmarks were achieved by the DMM.*

*An example of this during the past year was the request and approval from the board to pursue the two government PPP loans due to the coronavirus pandemic. The first loan request/approval was April 2, 2020 and the second was January 15, 2021. In addition, DMM authorized retreat scheduling and staff changes during pandemic, as was necessary. Board did not need to approve this move as this was covered under our policies.*

*The Board of Directors’ most recent Self Evaluation completed in 2019-2020, helped to confirm the board understands and is able to appropriately make determinations of the DMM’s compliance based on the following question that received a cumulative score of 4.67 on a 5.00 scale: “I read Monitoring Reports prior to Board meetings, asking myself if I am satisfied that the CEO (DMM) has made a reasonable interpretation of the policy and there is evidence of compliance presented. When I have concerns, I come prepared to raise them at the meeting.”*

*The Board is in compliance with this policy.*

**BEL 5 – MONITORING DIRECTOR OF MISSION AND MINISTRY PERFORMANCE**

Systematic monitoring of the Director of Mission and Ministry’s performance will be measured against expected Director of Mission and Ministry’s job results: organizational accomplishment of the Board’s ENDS Policies and organizational operation within the boundaries established in Board’s Executive Limitation Policies.

Accordingly:

1. Monitoring is simply to determine the degree to which board policies are being met. Only data which do this will be considered to be monitoring data;

*When receiving the Monitoring reports from the DMM, the Board determined the quality and suitability of the data related to the policy being monitored. When more or different data was needed to determine compliance, it was requested and received, as documented in Board minutes*.

*The Board is in compliance with this policy.*

1. The Board will acquire monitoring data by one or more of three methods: (1) by internal report, in which the Director of Mission and Ministry discloses compliance information to the Board, (2) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (3) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria;

*In the past year, the Board has received monitoring data by the all three methods:*

*#1 internal report from the DMM; these Monitoring Reports are included in the Board minutes*.

#2 *An example of an external report is the audit conducted by an auditing firm*.

*The Board Treasurer shared the results of the audit at the December 7, 2020 board meeting* *as part of Monitoring EL #8.*

*#3 by direct inspection: the Board Treasurer examines financial reports at the regular meetings of the Audit/Finance Committee and special requests such as a financial cash reforecasting requested by the province during the coronavirus pandemic as well as a cash forecast with the PPP loan shared in October 2020 by the Business Administrator.*

*The Board is in compliance with this policy.*

1. In every case, the standard for compliance shall be any reasonable interpretation of the Board policy by the Director of Mission and Ministry;

*The Monitoring reports are included in the Board minutes, and each report begins with a restatement of the policy being monitored, and the reasonable interpretation of that policy*. *As stated above, there have been questions and discussion at Board meetings to clarify reasonable interpretation, and these have been recorded in the minutes as well.*

*At the end of discussion, the reasonable interpretation has been accepted as the standard for compliance.*

*The Board is in compliance with this policy.*

1. All policies which instruct the Director of Mission and Ministry will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule;

*The policies which instruct the DMM are Ends Policies and Executive Limitations policies. The Board Affairs Committee devised a schedule for monitoring the Ends Policies and Executive Limitations policies for the year 2020-2021, and that schedule has been followed. All Ends policies have been monitored once. All Executive Limitations policies have been monitored at least once, and some more than once.*

*The Board is in compliance with this policy.*

1. The Board will conduct a summative Director of Mission and Ministry performance evaluation from monitoring reports each year. **NOTE:** **There was a Board resolution to delete this portion (#5) of BEL 5 that was approved in 2019.**

Submitted by Toby Tabaczynski, Board Chair, April 12, 2021