

Monitoring Overview:

Executive Limitations policies and **Ends** policies monitoring require information from the CEO.

Board Executive Linkage is reported on by the Board Chair and reports annually or more often as needed.

Governance Policies are monitored by the Board Affairs committee and reported to the full board throughout the year.

Steps for the CEO in writing a monitoring report:

- Step 1: Restate the policy
- Step 2: State the reasonable interpretation of the policy, (may include defining words in the policy). State why this interpretation is reasonable.
- Step 3: State what compliance looks like (observable condition).
- Step 4: Provide evidence of achievement and compliance. Format: observable condition with data.
- Step 5: Report of compliance or steps moving toward compliance.

The report is submitted to the Board in advance of their meeting, and members review the report ahead of the meeting. If more data is needed or if there are any other questions, the CEO will address it at the next meeting. If policy needs to be revised, that can be passed by the Board at any Board meeting.

June 22, 2019 Ends and Executive Limitations Monitoring

Executive Limitations: 3, 8, 11, 12

EL 3 - PUBLIC RELATIONS

The Director of Mission and Ministry shall not cause, allow, or support conditions, activities, or decisions which endanger or adversely affect the Retreat Center's public image or credibility; particularly in ways that would hinder the accomplishment of its mission and the achievement of its ENDS policies.

Accordingly, the Executive shall not fail to:

- a) Develop an effective public relations and communications program that enhances mutual understanding and respect among the staff, board, and friends of the Retreat Center;
- b) Strengthen the bond between the Retreat Center and the public, including the Archdiocese, local parishes, retreatants, friends, benefactors, residents living within the Retreat Center's neighborhood, other Passionist Retreat Centers, as well as the Passionists of Holy Cross Province.

Reasonable Interpretation of this policy:

We will not allow or cause any activity which would cause harm to our image or credibility. To have a communication program in place so staff, board and friends are up to date and informed with the programs and happenings at the Retreat Center. Also in the event of any crisis, to be sure staff and board know that Fr. Pat speaks on behalf of the Center. In addition, we need to collaborate effectively with our neighbors, the

Archdiocese, other retreat centers and our wider Passionist Family. Compliance will look like our consistent communications are occurring and they are effective. It will also look like scheduled and intentional communication is taking place.

Compliance is evidenced by maintaining our values and upholding our mission so our credibility is not called into question. Our regular electronic newsletter as well as our printed materials are in line with the Province guidelines and help carry on our relationships with retreatants, friends, benefactors and the board.

We are presently working with the Province in the visioning process by participating on three of the five working committees as well as having Fr. Phil on the visioning commission. This collaborative initiative began three years ago and we have met nearly weekly for the past nine months. This is also evidence to how we are working with members of the other retreat centers. The PRCB is specifically for partnering with and sharing best practices with the other retreat centers and Province leadership.

We welcome local churches to use our facility at a discounted rate. Fr. Phil attends community meetings, is on the presbyteral council and attends the vicariate meetings. Fr. Pat's involvement with the Priest's retreat and collaboration with the Archdiocese has helped to bring more diocesan programs to the center.

We are in compliance with this policy.

EL 8 - FINANCIAL CONDITIONS AND ACTIVITIES

With respect to the actual, ongoing financial condition and activities, the Director of Mission and Ministry shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the budget. Accordingly he/she shall not:

1. Acquire, encumber, or dispose of real property;
2. Use any restricted funds for any other purpose than that designated by the donor(s);
3. Fail to provide for the Board of Directors an annual external Audited Financial Statement or Review.
4. Fail to provide programming in line with our Mission

Reasonable interpretation of this policy: We are not to sell or acquire land or buildings, use any restricted funds differently than requested. We are to have an audit or review and be sure all programming fits within our Mission. We also shall not cause material deviation from our budget and if it should occur we follow the guidelines in the Policy Handbook. Compliance to this policy is evidenced by our financial statements presented to the Audit and Finance committee and to the Province regularly. Compliance is also achieved through an audit or review.

To this end:

- There is no negative material deviation of actual expenditures from the budget.
- We have not acquired or disposed of any real property.
- Gordon Advisors completed our audit and have issued an unmodified opinion.
- All restricted funds are utilized in accord with the donor's specifications. The Finance and Audit committee review and inspect detailed financial records regularly.
- Hosted groups and Passionist programming are in line with our Mission.

We are in compliance with this policy.

EL 11 - COMMUNICATION AND SUPPORT TO THE BOARD

The Director of Mission and Ministry shall not permit the board to be uninformed or unsupported in its work. Accordingly, the Director of Mission and Ministry shall not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion;
2. Let the board be uninformed of relevant trends, anticipated adverse media coverage, or material external and internal changes, particularly changes in the assumptions upon which board policy has previously been established;
3. Fail to advise the board if the board is not in compliance with its own policies on Governance Process and Board-Executive Linkage, particularly as it relates to board behavior which is detrimental to the work relationship between the board and the Executive;
4. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.

Reasonable interpretation of this policy: We will not let the board be uninformed of material changes, trends or changes in assumptions. We will report according to the pre-set monitoring schedule and add areas as needed to keep the board informed of any noncompliance. Compliance to this policy will be through the monitoring reports, to acknowledge and inform the board of any material changes in assumptions and also if the BEL policies are out of compliance.

To this end:

- We are preparing monitoring reports following the provided schedule and following up with any changes if needed. We will provide data as evidence of compliance or some form of communication of achievement where metrics may not be relevant.
- There are currently no material changes in trends and no issues causing adverse media coverage.
- At this time there are no issues with the Board over-stepping or hindering our performance. The committees are working independently of management where needed.
- We do not have any anticipated noncompliance with the current executive limitation or ends policies. The policies are reviewed periodically to see how we are going to provide evidence of accomplishment. This review helps to proactively look for any anticipated noncompliance.
- We have provided training to all employees regarding sensitivity and harassment and all have completed the training – this relates to EL 4 #C
- We have reviewed all salary data and are now within 90% of the median for the theology of just compensation for the AOD relating to EL 6 # 1
We are presently in compliance with this policy.

EL 12 - EMERGENCY CEO SUCCESSION

To protect the board and ownership from sudden loss of CEO services in a short term situation up to (180 days), the CEO shall not fail to have an emergency CEO succession plan which identifies two other administrators who are familiar with board and CEO policies and procedures to enable either of them to take over with reasonable proficiency as an interim successor.

Reasonable Interpretation of this Policy:

We are cross-trained enough for a small team to be able to continue operations with the absence of leadership for a limited time.

Compliance would look like when Fr. Pat is out of the office on his vacation and things run as they normally would.

Evidence of compliance, during the retreat season Faith would step in as retreat director and the team would continue to provide weekend retreat experiences. She would be prepared to coordinate any functions needing a vowed member of the community and is well trained to take on all other leadership tasks.

We are a small 1.3 million operation and in our opinion, to have two people ready to be CEO's is not realistic with a staff of 10. Having one person ready to step in we feel is adequate. We are in compliance with this policy.