

**Monitoring Overview**  
**April 12, 2021**  
**Ends: 5, EL: 3, 8, 11**

**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.

**ENDS 5**

5. Responding to the passion of the Earth, St. Paul of the Cross Passionist Retreat and Conference Center embraces principles of integral ecology.

Reasonable interpretation: All things are connected and it is our responsibility to do our part in safeguarding our “common home.”

These interrelationships enable Pope Francis to say that “we are not faced with two separate crises, one environmental and the other social, but rather one complex crisis which is both social and environmental.” As a result, “Strategies for a solution demand an integrated approach to combating poverty, restoring dignity to the excluded, and at the same time protecting nature.” In such an “economic ecology,” the protection of the environment is then seen as “an integral part of the development process and cannot be considered in isolation from it.” Fr. Reese National Catholic Reporter

Compliance to this policy is to keep in mind this perspective when considering purchases/spending for the retreat center as well as day to day habits. As it is feasible and practical within the means of the retreat center, we will look for ways to conserve natural resources and be good stewards of our earth.

Our Lenten non-event in 2020 raised money to convert our fixtures to accommodate LED lighting. This is over 240 fixtures (160 in the chapel). We completed the project this fiscal year once the retreat center re-opened.

In August of 2020 we began the upgrade and conversion of our HVAC controls from pneumatic to digital. This project completed the first week of January and gives us much more control over the heating and cooling of our major areas in the center. We can program occupancy and in the first month we saved 12% in natural gas over the same period the prior year.

We continue working with the National Wildlife Federation in their sacred grounds program which provides concrete tools for increasing native plant habitats and gardens to combat the pollinator decline and nutrient runoff. We were awarded a \$1500 grant to plant indigenous species on our property and we have a plan for planting additional trees as well.

We are gradually replacing valves in the toilets which will also help with water conservation.

Our quiet, sacred space allows our guests to experience the retreat center as a sanctuary.

Pope Francis also talks about the ecology of daily life “in our rooms, our homes, our workplaces and our neighborhoods.” We attempt to shape our environment to express our identity, but “when it is disorderly, chaotic or saturated with noise and ugliness, such overstimulation makes it difficult to find ourselves integrated and happy.” (Laudato Si)

St. Paul’s provides a place to find renewal and to get away from the overstimulation of electronics, constant communication and to experience a less chaotic existence. Our retreatants this year loved the theme and the reminder to quiet down to hear the voice of God.

We are in compliance with this policy.

### **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 vision fulfillment process by participating in three of the six teams as well as having Faith on the vision fulfillment team. This collaborative initiative began four years ago. This is also evidence to how we are working with members of the other retreat centers. Since the lockdown of 2020 the retreat center directors have met weekly to share best operational practices as well as vision and strategic initiatives.

When we had a case of covid reported after one of our retreats we promptly met and contacted the other retreatants from the weekend. Our exposure was limited and no one else from the weekend tested positive. Our protocols and quick communication were appreciated by the other potentially exposed people.

We welcome local churches to use our facility at a discounted rate. 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:

- We are a bit ahead of our budget this year due to the PPP loan and a couple of extraordinary donations.
- Our cash position remains strong projected through June.
- We have not had to take any additional money from our reserve or the Endowment as originally projected at this time.
- We have contained costs and watch our spending carefully
- We applied for and obtained a second PPP loan (with Board approval) that was funded in February, we anticipate qualifying for forgiveness this summer.
- We have not acquired or disposed of any real property.
- 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 moving forward with a golf outing and changed the venue to accommodate outdoor seating for a meal.
- Our Lenten ask had a goal of 40k which we have surpassed as of March 22.
- We have prepared a budget for fiscal 2021-2022 for operations, capital expenditures as well as the endowment and they are attached for review. They were sent to the Province after our audit committee review and discussion.

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 uniformed 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.
- We have communicated to the board consistently throughout the year.
- 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.
- 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 submitted an updated cash forecast to the Province in late fall and continue to keep them informed as to the progress here in Detroit. The CA retreat centers just went to in person events this month so the impact to each center has been very different. We are presently in compliance with this policy.

Other items not specifically requested in these policies:

- We are keeping our protocols in place until the MDHHS states we are at liberty to make changes. Although it is stated to continue to work from home if possible, we have all reported to the office consistently since July of 2020 with strict protocols in place.
- We have been fortunate to not have any staff member test positive for covid and we are mostly vaccinated at this time.

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**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.*

2. 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.*

3. 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.*

2. 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.*

3. 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.*

4. 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.*

5. 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**