

HCP Policy Governance Task Group

Policy Governance Implementation Recommendation

October 11, 2016 Draft

Background

An action was taken by the 34th Provincial Chapter of Holy Cross Province:

The Provincial and Council require the Province Retreat Center Board (PRCB) to study and make a recommendation regarding the implementation of a Policy Governance Model. This study should include reviewing organizational structure, personnel needs, charism formation and board education necessary to implement this model at the retreat centers.

The rationale for requesting this study is that Policy Governance is:

1. Helpful when integrating laity into key staff positions because it spells out, through policy, what the Ends of the organization are and what a board and what the chief executive should do or not do.
2. A model that describes the responsibilities and function of a Board of Directors. It defines the work of the board as 'governance' and makes the distinction between governance and management.
3. Helpful in clarifying the responsibility of the board is to ensure that the organization achieves what it should and avoids situations and conduct that are unacceptable.

Most literature advises boards to govern by developing policies. The Carver Policy Governance suite of board policies:

1. Ensures that the organization achieves what it should, is accountable for results and acts toward the staff and the public in an acceptable manner.
2. Requires the board to perform its duties in a disciplined manner.

A resource for understanding the Carver Policy Governance model is “Reinventing Your Board” by John and Miriam Carver.

The study and recommendation should be completed by December 31, 2016.

PRCB Task Group

To perform the study and make the recommendation a Task Group was appointed by the PRCB consisting of retreat center personnel and board members. The Task Group membership is the following:

1. Fr. Pat Brennan, PRCB Chair
2. Fr. Jim Strommer, Christ the King
3. Dennis Cook, Christ the King
4. Patty Gillis, St. Paul of the Cross
5. Sandra Arnould, St. Paul of the Cross

6. Deacon James Anderson, Holy Name
7. Ron Bickers, Holy Name
8. Elizabeth Velarde, Mater Dolorosa
9. John Van Dyke, Mater Dolorosa
10. Joe Sanders, Mater Dolorosa, Chair

The Task Group decided to perform its study and prepare its recommendation to be presented at the October, 2016, PRCB meeting. To accomplish this, the Task Group met 3 times over the summer of 2016 and prepared a recommendation consisting of the following elements:

1. Suitability
2. Organization
3. Implementation

Suitability

The Task Group has the following findings regarding the suitability of Policy Governance for the retreat center boards:

1. Governance by policy is required by the current bylaws.
2. The process of writing down policy is a great way for a board to understand its role. It also causes diverse opinions to be aired and reconciled.
3. Easily adaptable policies are available from several resources. Mater Dolorosa (MD) has already adapted policies from a Carver Policy Governance template and a Christian Brothers High School policy manual and made them available to the other retreat centers.
4. As lay involvement in retreat center management increases, boards become more responsible for the care of the charism in their retreat center.
5. There is a history of Policy Governance working successfully for board governance with other religious organizations and their ministries.

Organization

The Task Group proposes the following for the Province organizational structure regarding retreat centers for Policy Governance (PG) implementation and maintenance. See the attached Holy Cross Province Retreat Center Organization chart dated 10/11/16.

1. The position identified as Policy Governance Coordinator is a key and vital new position. See the attached Job Description, dated 10/11/16. This position is intended to be the person most knowledgeable on PG and is responsible for education and training of board members and CEOs in the area of policy governance. This position is seen as essential to the implementation and maintenance of the PG process.
2. The Policy Governance Coordinator acts alone to provide training, services and consultation for PG.

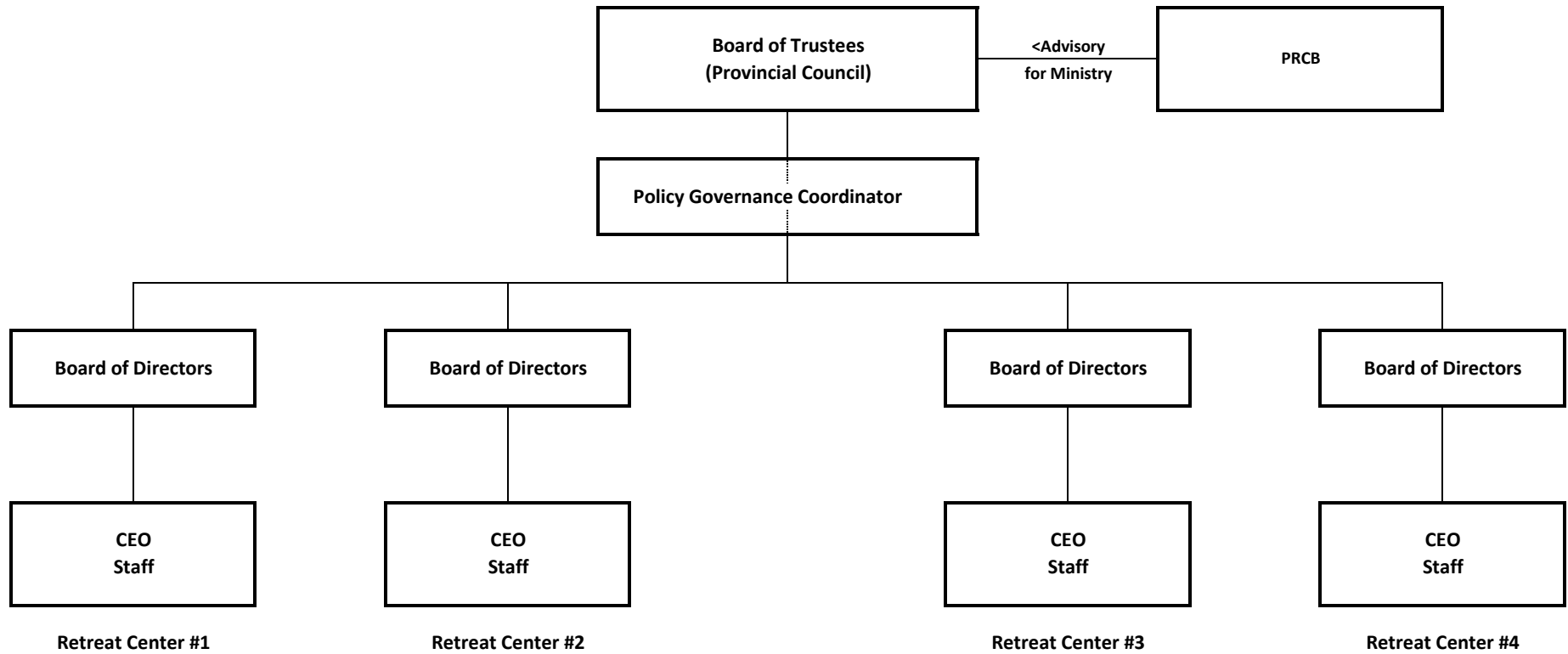
Implementation

The Task Group makes the following recommendations regarding implementation:

1. Based on the rationale identified in the Chapter Proposal, Policy Governance should be implemented at the retreat centers.
2. The Policy Governance Coordinator must be identified and hired.
3. At least two responsible individuals (one board, preferably the chair, and one staff) must be designated at each retreat center to manage the process.
4. Education on policy governance must be provided. This is to be provided by the Policy Governance Coordinator.
5. Draft “tools”, i.e. sample policies, ends policies, monitoring reports, etc., must be provided, making adaptation by the local retreat center board easier and less time-consuming.
6. Funds to cover the costs of the new Policy Governance Coordinator position must be provided. The recommended method is to allocate the costs among the beneficiaries, the retreat centers. The total cost is estimated preliminarily to be for one person, initially for half time, reducing down to quarter time after the first year. In addition, a travel budget of \$4,500 is recommended for this position. The first year annual cost is estimated to be about \$8,000 per retreat center.
7. The schedule for implementation is per the attached HCP – Policy Governance Implementation Schedule of Activity dated 10/11/16.

Holy Cross Province Retreat Center Organization

10/11/16 Revised



Policy Governance Coordinator

Holy Cross Province

Job Description

(Part Time)

October 11, 2016 version revised

The Policy Governance Coordinator provides training, services and consultation for the Provincial Council, the boards and retreat centers in the area of policy governance.

I. Definitions

- A. Board – Board of Directors of the Retreat Center
- B. Provincial Council – Board of Trustees as defined by the Articles of Incorporation and Bylaws.

II. Policy Governance Training and Consultation

- A. Coordinates annual board development workshops for all board nominees seeking appointment by the retreat centers.
 - **Review and update workshop and materials based on evaluations.**
- B. Coordinates and facilitates workshops/presentations for ongoing training of Policy Governance.
 - **Attend one board meeting per year at each retreat center to review policy governance procedures.**
- C. Provides consultation to boards, board chairs and/or CEO's in governance practices, including policy development.
 - **Regular communication by phone or in person.**
- D. Provides orientation for new Board Chairs in areas of policy governance.
 - **Schedule personal meetings and communication as needed.**
- E. Provides consultation to the Provincial Council regarding board issues related to policy governance.

III. Board Resources

- A. Develops print and media resources and tools for boards and board chairs relative to their policy governance needs.
 - **Maintain on-line library of resources**
- B. Develops template for annual CEO Evaluation, consistent with policy governance.
 - **Maintain on-line evaluation capability for board's use**
- C. Develops template for annual board performance evaluation, consistent with policy governance.
 - **Maintain on-line evaluation capability for board's use.**

- D. Develops resources to assist boards in the recruitment of new board members and board chairs.

IV. Other

- A. Assumes projects as requested by the Provincial related to the governance of the retreat centers

V. Position Requirements

- A. Well formed in the charism of St. Paul of the Cross
- B. Knowledgeable in Policy Governance
- C. Good communication and facilitation skills
- D. Willing to travel (4 to 6 meetings per year)
- E. Position reports to the Provincial.

Phase Description

Phase I	Hiring process for the position of Policy Governance Coordinator.
Phase II	Policy Governance Coordinator creates materials and begins training board chairs, vice-chairs and secretaries (Start of board year 2017-18)
Phase III	Provincial Council assesses Policy Governance Coordinator role and performance after initial training.
Phase IV	Provincial Council makes adjustments. Policy Governance Coordinator continues training.
Phase V	Provincial Council performs year-end evaluation through consultation with boards and CEO.