



National Diocesan
Risk Management Process
Benchmark Study

*A comprehensive study to optimize
the role and effectiveness of risk management
within the Catholic Church.*

A WORD OF THANKS

The Collaborative Group takes this opportunity to thank those who were kind enough to share information about the risk management processes of their dioceses. It is our sincere hope that their willingness to participate will be rewarded with actionable insights into their diocese and the Catholic Church as a whole.

Risk Management and the Catholic Church: Are We Exposed?

A Nationwide Diagnostic Benchmark of Diocesan Risk Processes

INTRODUCTION

The Catholic Church today faces an increasing number of risks, and the magnitude of these risks threaten Her ability to fulfill Her mission. This threat must be met by a comprehensive risk management discipline. Risk management oversight and execution practices need to evolve beyond mere compliance or loss-prevention activities. The Church must move from informal, ad-hoc and often misunderstood activities to more defined and holistic identification, assessment, management and monitoring of Her risks. Building the capacity to manage and reduce risks and their associated costs will help enable the Church to remain mission-focused, best serve the faithful and exercise wise stewardship. This benchmark study was launched to understand the Church's existing capability – at the diocesan level – to respond to the ever-expanding universe of risks facing dioceses.

Risk management has become one of the most critical and widely-discussed topics in today's businesses and institutions. Over the past decade, organizations around the world have seen a rising need for disciplined "Enterprise Risk Management" (ERM) [see Glossary, p. 2] and have responded by enhancing their processes and practices. While it is true that recent governance rules issued by regulators now *require* corporate boards to improve their risk oversight role, the trend towards better risk management has not been limited to public, for profit, companies. Nonprofits and institutions of higher learning, too, are embarking on new ways to better oversee and manage their risk. They seek to improve processes, programs and practices in order to ensure their organizations remain impactful, able to achieve their missions over the long term and demonstrate wise stewardship to those who provide resources.

This leads inescapably to questions that must be addressed: Is the Catholic Church lagging behind in the adoption of new, institution-wide risk management practices? And, as a consequence, is the Church exposed?

“What has changed for the Church is not only the risks, themselves, but the scale of the risks and the cost of being found wanting.”

Jim Lundholm-Eades

Director of Programs
and Services

National Leadership
Roundtable
on Church Management

DIOCESAN-LEVEL RISK MANAGEMENT

The bishop and his diocese’s responsibility for risk management is not limited to the chancery. He must also be concerned with risk processes and practices at all of the other Catholic entities within the diocese: the parishes, schools, charities, etc. [represented in simplified form in Figure 1].

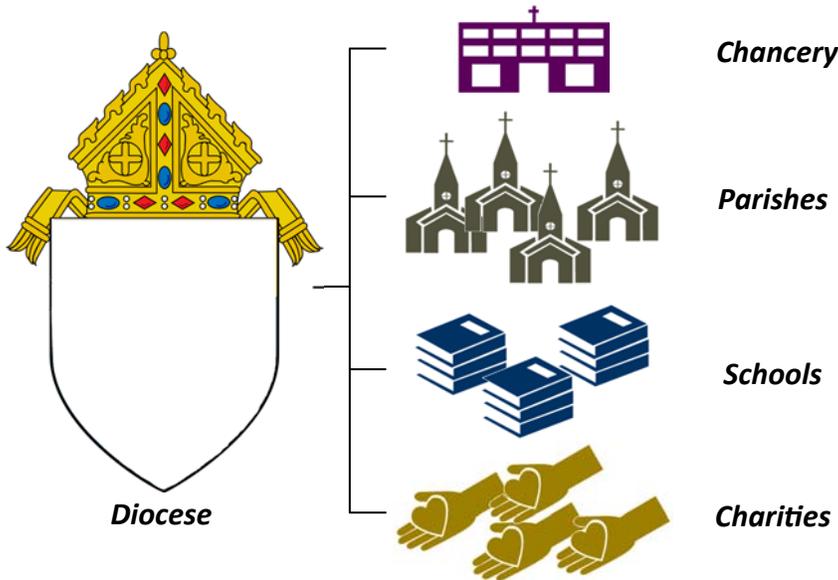


Figure 1

Currently, most dioceses view risk management largely at the level of insurable risk: those risks that — based on the risk appetite [see Glossary] of the diocese — are able to be transferred to a third party. Examples are property, casualty and workers’ compensation. But risk management should include every type of risk — beyond the bucket of insurable types of risk that the diocese manages on its own or transfers to a third party (i.e., an insurance company). Dioceses must expand their view of risk to incorporate non-insurable risks as well. Examples of these risks include attacks on religious liberty or risks to the diocese’s reputation as a wise steward.

A holistic, integrated view needs to become the risk management standard for the entire Catholic Church. This means that all types of risk are considered, vocabulary is defined and understood in common, all levels of the institution are involved and processes and measurements are consistent. Integrated Governance Solutions (IGS), an expert in governance and risk management and a partner in this diocesan-level study, has developed a framework that illuminates this integrative approach.

A Brief Glossary of Risk Language

RISK

Effect of uncertainty on objectives and mission.

RISK MANAGEMENT

Coordinated activities to direct and control an organization with regard to risk.

ENTERPRISE RISK MANAGEMENT

An integrated, entity-wide system that addresses the organization’s portfolio of risks in a manner that creates and protects value, and provides assurance that objectives and mission will be achieved.

RISK APPETITE

Amount and type of risk that an organization is willing to pursue or retain.

RISK UNIVERSE

Exhaustive list of risks which could possibly impact a large domain (i.e., the Catholic Church).

RISK PORTFOLIO

Subset of risks from the risk universe which apply to a specific entity type (i.e., a parish, school or charity).

Source:

International Organization for Standardization (ISO) [31000] Guide 73, Risk Management — Vocabulary (2009)

A FOUNDATIONAL FRAMEWORK FOR RISK MANAGEMENT

At its core, risk management has three **Dimensions**: Ownership, Understanding and Execution. [See Figure 2] Like the legs of a stool, each is essential for a practical risk management program.

- **Ownership** refers to the roles, responsibilities and competencies within the organization for specific areas of risk management.
- **Understanding** is more comprehensive, addressing proactive risk identification and assessment from an enterprise perspective.
- **Execution** involves the essential strategies, communication and monitoring that must be performed to ensure risk is managed within the organization.



Figure 2

These three core **Dimensions** can be further divided into six **Elements**:

OWNERSHIP	<p>1: CLEAR RISK ACCOUNTABILITIES There should be a commitment to overseeing and managing risk at the highest levels of the organization, and roles, responsibilities and accountability for risk management must be identified.</p> <p>2: APPROPRIATE RISK CAPABILITIES There must be expertise within the organization and access to external sources to supplement that expertise. The tools, processes and procedures of enterprise risk management must also be defined, implemented and understood.</p>
UNDERSTANDING	<p>3: PROACTIVE RISK IDENTIFICATION Identification of all types of potential risks should be ongoing, and sources of information to help identify those risks should be incorporated into the process.</p> <p>4: COMPREHENSIVE RISK ASSESSMENT A critical aspect of any risk management process, the risk assessment analyzes risk types, reviewing exposure to each based upon the defined risk appetite. It is important to consider multiple viewpoints in a cross-functional manner during the assessment.</p>
EXECUTION	<p>5: EFFECTIVE RISK MANAGEMENT STRATEGIES Development and execution of effective risk strategies can take the form of action plans and risk responses. Diocesan support is needed for the most critical risks facing the organization, bringing organizational awareness to the entity on how effective controls and policies strengthen the organization.</p> <p>6: EFFECTIVE RISK MONITORING AND REPORTING Finally, a risk management program is not complete without timely risk monitoring and quality and balanced risk reporting.</p>

The **Elements** of this framework were used to develop the 23 questions of the Diocesan *RiskCoordination*[™] diagnostic which was utilized in this study.

ABOUT THE STUDY

In early 2014, the Diocesan Risk Managers Forum partnered with Integrated Governance Solutions to perform a study of risk management processes at the diocesan level and collect benchmark information about key diocesan risk processes in a limited number of dioceses. Upon completion of “Round 1” of the study and review of the findings, a broader group of diocesan supporters (the Collaborative Group) began discussions about expanding the study. The plan was to invite all U.S. dioceses to participate in this important work for the Church. This discussion led to the launch of “Round 2” in March 2015. It is encouraging to note that the assessment results from the second round affirmed the smaller, original sample. [See Figure 3]

The objectives of the study were to:

- Identify key strengths and challenges of today’s diocesan risk management processes, based on a common perspective and risk framework.
- Create a current-state benchmark and baseline for risk management at the diocesan level for future comparisons.
- Set the foundation for identification, codification and sharing of risk management best practices and improvement ideas.

The diagnostic asked diocesan risk managers and CFOs to rate their risk management activities and processes against an ideal with a rating scale ranging from 1 (Ad Hoc) to 3 (Defined) to 5 (Sustainable), with 2 and 4 ratings indicating a blend of the adjacent ratings. Comments were also solicited. The instrument was customized to address the unique organizational and risk landscape of Catholic dioceses. Due to the subjective nature of the assessment, the results can be influenced by the individual’s perception of the questions and understanding of the underlying principles. This points to the necessity for a common risk language.

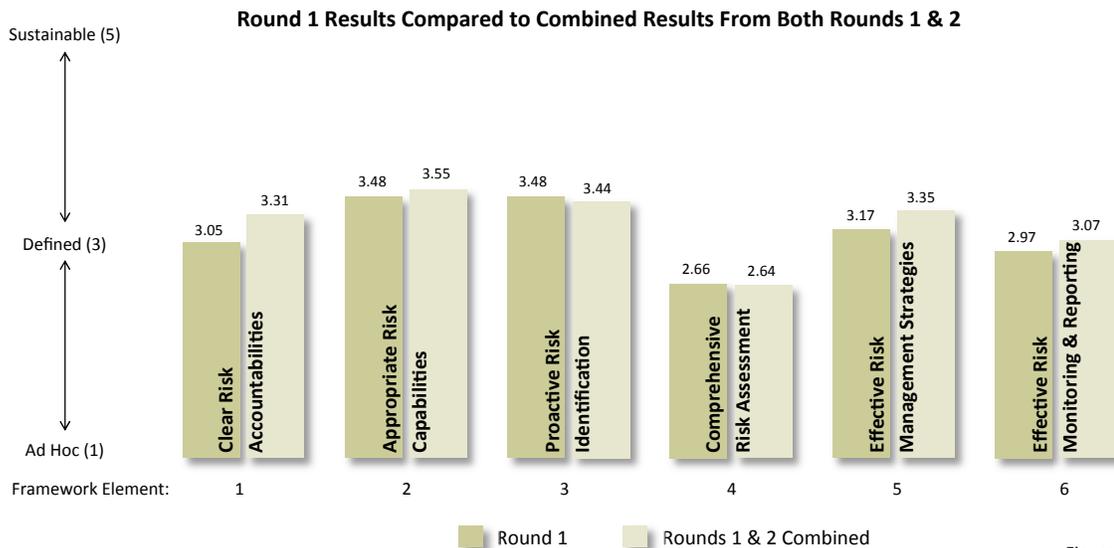


Figure 3

The rigorous assessment provides a snapshot of risk process effectiveness. Experience has demonstrated that this self-assessment process is very useful for identifying areas of strength and areas for improvement. More important is the leadership dialog that becomes possible as a result of discovering these opportunities. Ultimately, steps for prioritization and improvement become apparent.

METHODOLOGY

The first round of the study was conducted during April and May of 2014. The second round ran from March to May of 2015. All respondents were responsible for risk management in their diocese. Individuals who expressed an interest received an email invitation, which included a link to the on-line assessment. The email came from IGS's *Solomon365*® equipping platform, a cloud-based resource used to equip leaders to govern wisely. The platform provides integrated governance and risk frameworks, diagnostics, improvement strategies, tools and other resources to accelerate improvement efforts. Respondents then completed the customized 23-question *Diocesan RiskCoordination*™ diagnostic at their convenience.

Participation was generally limited to one individual per diocese. In a few cases, where two responded from one diocese, their results were averaged to represent that diocese in the study. Demographic data about the dioceses were obtained from each diocese's respective website and from other diocesan data resources.

DEMOGRAPHICS

88 individuals from 83 dioceses participated in the study. The smallest representation of any one of the United States Conference of Catholic Bishops' (USCCB) Geographical Regions was 3 dioceses in the Baltimore and Washington provinces. [See Figure 4] The largest was 9 dioceses in the Chicago, Indianapolis and Milwaukee provinces. In all, dioceses in 41 U.S. states were included.

Participating Dioceses by Bishops' Region

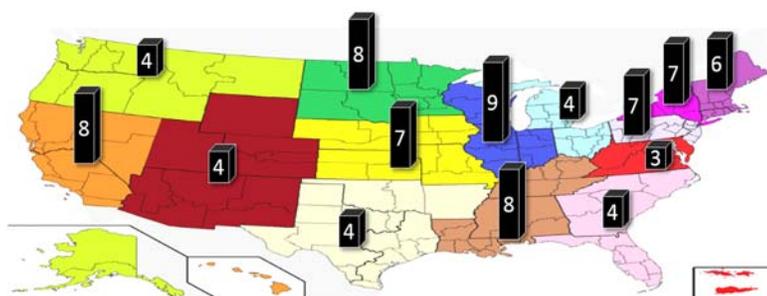


Figure 4

- **88 Risk Managers and Finance Officers from 83 dioceses (26 in Round 1 and 57 additional in Round 2)**
- **Participant dioceses distributed across the entire United States**
- **Study sample mirrored Catholic population distribution in dioceses nationwide**

Study Participant Dioceses Population Compared to All U.S. Dioceses

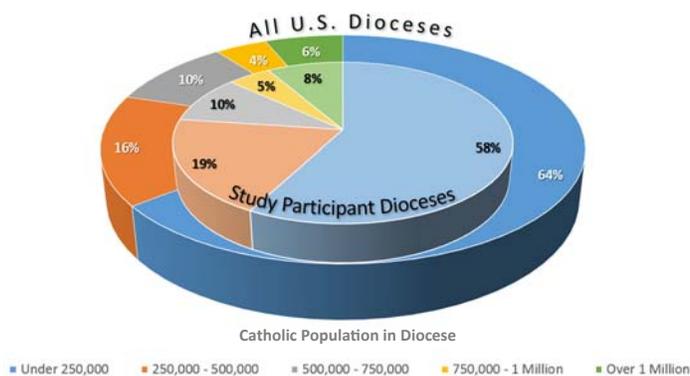


Figure 5

The study sample included dioceses of all sizes, based on the Catholic population of each diocese. [See Figure 5] Representation matched the overall U.S. Catholic population of all dioceses. The largest deviation was in dioceses of under 250,000. The sample contained 58% of that group, while 64% of all U.S. dioceses fall into that population group. This was not deemed a significant difference.

KEY INSIGHTS FROM THE STUDY

1. CONSENSUS IS ELUSIVE:

With a broad and diverse sample of dioceses (large, small, rural, urban, etc.), responses covered the entire spectrum. For example, answers to 22 of the assessment's 23 questions ranged all the way from 1 (Ad Hoc) to 5 (Sustainable). Still, some important and valuable insights and conclusions can be reached.

2. MANAGEMENT OF INSURABLE RISK ALONE IS PERCEIVED AS PROOF OF PRUDENT STEWARDSHIP:

Averaging the ratings in the overall assessment, respondents gave their current risk management processes relatively high marks. However, the comments illustrate a perspective that could suggest a disconnect between the ratings and the total picture of diocesan risk management as a whole. It is clear that most respondents think only of insurable risks when analyzing risk. Such an analysis is not at a strategic level and is done by a third party for a specific type of risk as it relates to insurance coverage. This approach potentially misses the impact to the strategic objectives and overall mission of the diocese.

3. RISK LANGUAGE AND UNDERSTANDING VARIES WITHIN THE CHURCH:

The results and comments indicate a need to clarify key risk terms and create an comprehensive list of potential risks, both insurable and non-insurable, to help enhance and optimize diocesan risk management.

4. PROACTIVE ASSESSMENT AND ANALYSIS OF EXPOSURE TO RISKS IS INCONSISTENT:

"Risk Analysis," a question within Element 4, was the lowest rated on the entire assessment. [See box, below, and Figure 6, p. 7] Perhaps the most pointed comment was, "we have become more reactive than proactive." This and other similar comments clearly support the development of a more structured and reliable system of risk analysis.

5. THERE IS A CLEAR NEED TO EQUIP STAFF AND VOLUNTEERS:

Over half of the respondents rated staff awareness of risk processes as a 1 or a 2. One comment specifically indicated that this was a recognized weakness. Further, respondents expressed a desire to identify best practices for rewarding staff and volunteers for efforts to implement strong risk management strategies. Several comments referred to the geographical distribution of the diocese staff as a hindrance to training and communication. Training staff and volunteers to identify, manage and report risks, as well as the tracking of that training, is a clear opportunity.

OTHER OBSERVATIONS

Although Element 5, "Effective Risk Management Strategies," was not the highest rated Element (see Figure 3, p.5), 3 of the 8 questions which make up that Element were among the 5 top-rated items within the entire assessment. With the top average rating of 4.20 out of 5, the question regarding "Data Security" also received the largest number of 4 and 5 ratings. [See box and Figure 6, p. 7]

Risk Analysis



"A risk assessment is performed annually and reviewed quarterly; risks are prioritized according to likelihood of occurrence and significance of impact; action plans are developed to manage significant risks."

56%

...of all respondents rated their diocese's risk analysis procedures "Ad Hoc"(1) or a combination of "Ad Hoc" and "Defined"(2).

Top- and Bottom-Rated Questions

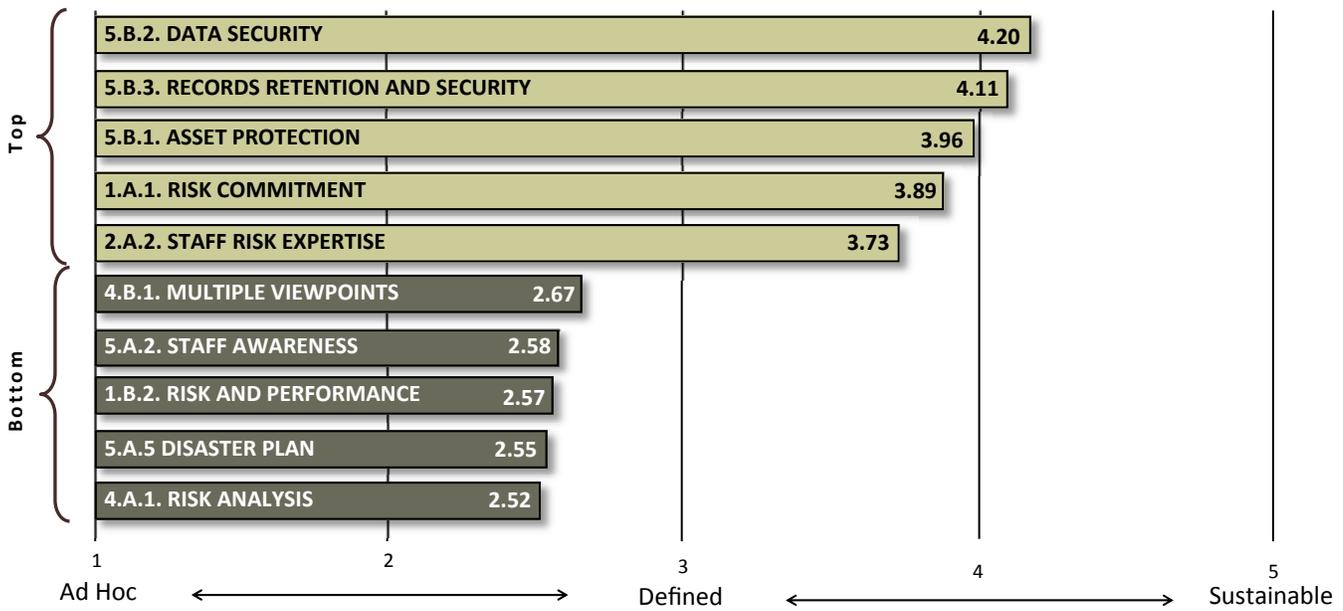


Figure 6

After that came “Records Retention and Security” which was the only question with no “Ad Hoc” (1) ratings. One must consider that these high ratings may be an example of over-confidence in systems and processes. For example, many institutions, including sophisticated corporations, are learning the hard way that their exposure to cyber-risk is higher than previously known or planned for. These risk areas, although highly-rated, should also be reviewed and optimized at all levels of the Catholic Church.

The next highest-rated question was “Asset Protection.” It should be pointed out that each of these top 3 questions make a specific reference to applicable Canon law. Comments suggest that the existence of guidelines from the USCCB contributes to the high ratings. This points to the need for procedures, policies and guidelines for other areas, as well.

One reason that Element 5 was not top-rated is that it also contained two of the lowest-rated questions in the study. “Staff Awareness” has already been mentioned. “Disaster Plan” was also rated near the bottom. Comments varied widely, from “our disaster recovery plan is practiced annually and is very successful” to “the diocese does not have a formal disaster plan.” Of particular note is the fact that nearly one respondent out of 10 (9.4%) indicated that they did not know if their diocese had a disaster plan.

“Risk and Performance,” a question that asked about risk management accountability being delineated throughout the diocese and tied to evaluation of performance, had the broadest range of ratings, with 50% of individuals giving their diocese a “1” or a “2”, and 31% saying theirs was a “4” or “5.” Comments also indicated that accountability is enforced unevenly across the diocese.

Across the entire assessment, the data do not suggest any correlation between the size or location of the diocese and the rating of any question or Element.

Data Security

“Computers and networks are secure and backed-up frequently using a separate data storage system. Financial data is backed up on a regular basis with a copy of electronic data maintained off-site. Canon 1284.”

77%

...of participants rated their security processes “Sustainable”(5) or a combination of “Sustainable” and “Defined”(4).

RECOMMENDATIONS

The results of this study show the need for the holistic, integrative approach to risk management described earlier, one where all types of risk are considered, terminology is defined and understood in common, where all levels of the institution are involved and where processes and measurements are consistent. The Church already has biblical ideals that help to guide us in managing risk in a godly way: good stewardship, integrity, trustworthiness and accountability, to name a few. The world of business has seen the value of these ideals and their role in producing success, sustainability and even the management of risk. There is good reason that the Church would continue to adopt some of the best practices of the business world. Standards like Generally Accepted Accounting Principles (GAAP) have been adopted by the Church as part of Her approach to the stewardship of temporal assets; this is part of being “in the world but not of the world.” Enterprise Risk Management (ERM) falls into this same category.

In a white paper published by the National Association of College and University Business Officers entitled *Enterprise Risk Management Can Be a Strategic Opportunity*, Mark S. Beasley writes, “Some...fail to see risk oversight as an important strategic tool for their institutions and think of risk management as merely a compliance or loss-prevention activity.” He goes on to say, “While initially targeted towards public companies, risk oversight expectations for boards and senior executives have quickly trickled down as emerging best practices for all types of organizations, including institutions of higher learning.”

We believe the Catholic Church should be included here as well, especially considering the increasingly-challenging, and sometimes hostile, environment in which it operates. Given this, let us delve deeper into the meaning and purpose of ERM, an exhaustive system designed to identify, measure and manage risk in institutions.

ENTERPRISE RISK MANAGEMENT

Many see the ERM discipline as a complex, ungainly and expensive process that no one really understands. But it is not something to fear. Institution-wide risk management is the most effective way to instill an awareness of risk across all functions and locations, including schools, parishes and charities. It is also the best way to identify, measure and monitor risk on a consistent basis. All of this reflects the growth from a simplistic risk management approach (typically narrowly-focused on insurable risks only) to an Enterprise Risk Management system which supports governance, ethics, strategic objectives and mission fulfillment.

“The complexity of risk demands an empowering view that studies like this gives us – to remind us that stewardship of the highest levels demands we use the God-given tools, networks and technology to bless our work today!”

Peter A. Persuitti

Global Religious Practice

Arthur J. Gallagher & Co.

“Building a solid foundation of enterprise risk management begins with the mission and vision of the Church. With a strong commitment from diocesan leadership, consistent and effective management of the most critical and emerging risks will be established for all Catholic entities.”

Mary Peter

Director of Enterprise
Risk Management

Eide Bailly

Enterprise Risk Management in the Catholic Church should be based on established best practices. ERM in the Church should be:

- **APPLIED AT A STRATEGIC LEVEL**
The Bishop, along with his leaders in the diocese, parish, school and charities, needs a global view of risks within the diocese, and how both insurable and non-insurable risks at all levels could impede achievement of the diocese’s mission and objectives.
- **AN ONGOING PROCESS FLOWING THROUGH THE ENTIRE INSTITUTION**
In an institution as extensive as the Catholic Church, the risk management process should include more than the diocesan level. Those processes in parishes, schools and charities must be incorporated, as well.
- **EXECUTED BY PEOPLE AT EVERY LEVEL OF THE INSTITUTION**
The Bishop is ultimately responsible for the oversight of diocese risk management. He must ensure that individuals at the diocese, parish, school and charity levels are equipped — with the appropriate training in, and knowledge of, institution-wide management of risk — to ensure that the execution of activities by individuals at all levels meets the standards agreed upon for the diocese.
- **APPLIED ACROSS THE INSTITUTION, AT EVERY LEVEL, AND INCLUDES TAKING AN ENTITY-LEVEL PORTFOLIO VIEW OF RISK**
Application of risk management should be both broad and deep. Breadth addresses the extent to which effective risk processes are applied to all aspects of the work. Depth comes from its utilization at every level, from oversight to management to staff and volunteers.
- **DESIGNED TO IDENTIFY POTENTIAL EVENTS THAT, IF THEY OCCUR, WILL AFFECT THE ENTITY, AND TO MANAGE RISK WITHIN ITS RISK APPETITE**
The diocese should proactively identify and measure risk, understanding where the organization has too much or too little risk, relative to a defined risk appetite. This process of risk identification, assessment and monitoring encompass a thorough Enterprise Risk Management process.
- **ABLE TO PROVIDE REASONABLE ASSURANCE TO THE BISHOP, HIS LEADERSHIP AND THE CHANCERY**
When appropriately addressed and implemented, an Enterprise Risk Management program should afford an understanding of risks and reliably provide the bishop, his leadership, clergy, principals and executive directors with the ability to appropriately manage the program. It is important, too, that these leaders are aware of ongoing monitoring and receive reports on the effectiveness of the program.
- **GEARED TO ACHIEVEMENT OF OBJECTIVES IN ONE OR MORE SEPARATE BUT OVERLAPPING CATEGORIES**
The breadth of a Catholic diocese’s activities and interests necessitates multiple objectives. It is important that risks be identified at all levels and areas so that these objectives can be reached in order to consistently fulfill the mission.

These 7 guidelines have been adapted from The Committee of Sponsoring Organizations of the Treadway Commission (COSO) Enterprise Risk Management—Integrated Framework (2004).

NEXT STEPS

Based on the study results, we recommend 3 focus areas to strengthen the risk management provided by the leaders of the diocese and move the Church to more institution-wide risk management:

- 1. Develop Common Risk Language**
- 2. Create Risk Assessment Mechanism**
- 3. Discover and Share Best Practices**

STEP 1: Develop a common risk language for the Catholic Church

Having a common risk language will provide the Church a foundation from which to enhance Her holistic risk management. This language will aid Church leadership and staff in the identification of items that expose the institution to undesirable consequences that may impact the achievement of the diocese, parish, school or charity's mission. A team of diocesan risk managers, insurance and reinsurance companies as well as specialized brokers and consultants serving the Catholic Church, should develop a risk universe – a list of all the potential risks a diocese and its organizations could encounter [see Glossary]. The risk universe will contain risk types and their definitions, possibly organized by macro risk categories such as external, strategic, operational, financial, technological and people. This resource will help with the execution of Step 2, the creation and piloting of a risk assessment mechanism for dioceses, parishes, schools and Catholic charities. It will also enable effective engagement with industry experts on risk management.

STEP 2: Create and pilot an entity-level risk assessment

A risk assessment seeks to identify the impact of the potential risks as well as the likelihood of the risk. By quantifying both impact and likelihood, each risk can be plotted on a risk "heat map." Mapping and articulating its potential risks provides a lens to assess whether or not the organization is adequately managing both positive (upside) and negative (downside) risks. This assessment process supports the identification of key risks that require monitoring and/or mitigation. It is the hope of the Collaborative Group to begin executing pilots in late 2015 and throughout 2016.

"As one Church, it's imperative we work together to develop a common risk management language and begin to share best processes, practices and tools."

Michael J. Witka

Director of Parish
Financial Services and
Director of Risk Management

Diocese of Indianapolis

STEP 3: Discover and share best practices

The work performed through this benchmark study and completion of the first two steps set the stage to identify, codify and share risk management best practices across dioceses, helping them manage risk more effectively. These practices would include risk management activities, tools, efficiency mechanisms and cost-reduction strategies employed at all levels.

The Catholic Church is a 2,000 year old institution. There are 195 dioceses in the United States. Included in these dioceses are over 17,000 parishes, more than 5,400 Catholic elementary schools and an untold number of charities. It's our expectation that there are risk management best practices residing in many of these institutions and that these await discovery so they can be shared with all other similar entities.

FINAL THOUGHTS

All that we have is the Lord's; we are merely the caretakers for Him. Until the Second Coming of Jesus Christ, we, as the Lord's stewards, will be required to manage risk. The Catholic Church is exposed to risks that may hinder achievement of Her mission, especially when it comes to those risks that are non-insurable. By following the steps delineated in this report, diocesan risk managers and others responsible for risk management within the various entities of the Catholic Church will be able to define a common language, identify risk management gaps and share successful practices that have already been employed to address those gaps. The goal: to further optimize the role and effectiveness of risk management within the Catholic Church to enable the Church to fulfill Her mission, the salvation of souls.

***“The Catholic Church is the
oldest, largest,
most complex and
most influential institution
on the face of the planet.
If any institution
should be the model
for strong governance
and risk management
for the rest of the world
to see and follow,
it is the Catholic Church.*”**

***We as a Church can do better.
We must do better.
The world, and the coming of
the Kingdom here on earth,
depends on us
to light the way forward.”***

William S. Bojan

CEO and Founder

Integrated Governance Solutions

ABOUT THE COLLABORATIVE GROUP

Organizations participating in this important collaborative work for the Catholic Church include Arthur J. Gallagher & Co., Bishops' Plan Insurance Company, Catholic Mutual Group, The National Catholic Risk Retention Group, The National Leadership Roundtable on Church Management, Integrated Governance Solutions and the Diocesan Risk Managers Forum.



The Roman Catholic diocesan risk management community has had an active networking group for more than seven years. The Diocesan Risk Managers Forum organizes quarterly meetings/webinars to feature best practices and allow the participating diocesan risk managers to share ideas, solutions and ask questions of the group.



Over the years there has been a focus on the detailed operations of the risk management department along with other topics to better equip risk managers to fulfill their responsibilities.

No two dioceses are alike in terms of how they address risk management. The goal is to provide an opportunity to collaborate and provide a venue for best practice sharing that we hope will be the beginning of the next level of effectiveness and positive impact on managing risk within the Catholic Church, controlling losses and reclaiming dollars for ministry.

Representing the organizations in the Collaborative Group are the following individuals:

Arthur J. Gallagher & Co. - Peter Persuitti - peter_persuitti@ajg.com

Bishops Plan Insurance Company - Tom Schadle - tom.schadle@dioceseoftulsa.org

Catholic Mutual Group- John Gorski - jgorski@catholicmutual.org

The Nat'l Catholic Risk Retention Group, Inc. - Steve Henne - shenne@tncrrg.org

The Nat'l Leadership Roundtable on Church Management - Jim Lundholm-Eades - jle@theleadershiproundtable.org

Diocesan Risk Managers Forum - Mike Witka - mwitka@archindy.org

If you'd like to learn more or see how your diocese compares to the benchmark, please contact:

Integrated Governance Solutions, Jim Weiland, jim.weiland@integratedgovernance.com

STUDY CONFIDENTIALITY

Individual participant results have been treated with the strictest confidentiality. No individual or diocese names will be shared, and data have been presented in a way to ensure that specific dioceses cannot be identified. Results are confidential to the reporting dioceses and Integrated Governance Solutions.

DISCLAIMER

No testing has been performed by the Collaborative Group or IGS to validate the accuracy or reasonableness of the data provided by the participating dioceses.



Integrated Governance Solutions (IGS) was founded in 2008 on the belief that a revitalization of principled self-governance and effective risk management will move institutions forward. Its *Solomon365* cloud-based equipping platform is made up of practical tools and processes to bring any organization's board oversight, risk management and monitoring disciplines to a new level of excellence as an *Integrative Governance Ecosystem™*.

www.solomon365.com



