**Mater Dolorosa Passionist Retreat Center  
Meeting of the Board of Directors  
April 4, 2018**

**Retreat Director’s Monitoring Report**

**Introduction**

**I certify that the following information is true and correct as of April 4, 2018.**

This is our fourth Board meeting since the retreat center instituted the Policy Governance Model for the governance of the retreat center. According to this new model, the Retreat Director’s monitoring report to the Board is to be based on a selection of the policies that have been designed to govern the retreat center. Therefore this report will be formed around the following selected Executive Limitations policies as well as all the Ends policies:

Long Term Planning.   
EL 12: Emergency CEO Succession  
EL 13: Long Range Planning  
ENDS POLICIES  
EL 8: Financial Conditions and Activities  
EL 10: Fund Raising and Development Policy

**EL 12: Emergency CEO Succession**

**To protect the board from sudden loss of CEO services, the CEO shall not fail to have an emergency CEO succession plan which identifies two other administrators who are familiar with board and CEO issues and processes to enable either of them to take over with reasonable proficiency as an interim successor.**

CEO Interpretation  
I interpret this to mean that it is essential for the retreat center to have two people on staff who could take responsibility for leading the retreat center on a short term basis should the current CEO become incapacitated.

CEO Response  
Currently there are two people on staff who know the members of the board and the ministry of the retreat center who could lead the retreat center should the current CEO become incapacitated. They are Fr. Bruno D’Souza and Deacon Manuel Valencia. Both have ministered here at Mater Dolorosa for more than five years and are respected by the retreat center staff and the many retreatants who come here.

As of July 1, 2018 there will be a new Retreat Center Director here at Mater Dolorosa. Should he become incapacitated for any reason there will be three people on staff who could take interim responsibility for the tasks of the CEO. They are: Fr. Michael Higgins, C.P., Fr. Bruno D’Souze, C.P. and Deacon Manuel Valencia.

**Therefore, we report that the Retreat Center is in compliance with these policies**

**EL 13: Long Range Planning**

**The CEO shall not fail to consider the elements of the Ends Policies when developing a plan for the long-term viability of the Retreat Center. Furthermore, the CEO shall not fail to report to the Board on the work conducted in this regard. Reporting shall occur no less than annually.**

CEO Interpretation:  
I interpret this to mean that the long-range plans developed for the retreat center must be in accord with the current Ends Policies of the retreat center.

CEO Response:  
Last June the Board Committee for long-range planning presented the latest vision for the retreat center. It developed its vision based on the current mission statement of the Retreat Center and through a questionnaire that consulted a broad range of the constituents of the retreat ministry here at Mater Dolorosa.

This year, the whole of Holy Cross Province is in the process of creating a long-range vision for the whole Province. The committee appointed to articulate the Mater Dolorosa vision statement will be relying heavily on the vision statement developed by the Board committee as well as a more current conversation held at Mater Dolorosa on March 21st of this year. Future long-range planning will be consonant with these vision statements and the Ends Policies of Mater Dolorosa.

**We report that the Retreat Center is in compliance with these policies**

**ENDS POLICIES**

***ENDS.1: Umbrella Policy***

***Mater Dolorosa Passionist Retreat Center, founded in the Catholic tradition, exists for people to encounter the peace and love of Christ, as reflected in His Passion, and experience a spiritual transformation in a naturally beautiful and sacred space, at a cost enabling access for all.***

CEO Interpretation:

I interpret this to mean that the Charism must be the source of our spirituality and ministry.

CEO Response:  
We believe that we are fulfilling this umbrella policy by preaching the weekend Passionist retreats out of the Charism of the Passionist Community. This charism lies at the heart of the spiritual lives of all four of the presenters on the weekend retreat. This charism can be summed up with the phrase attributed to the Passionist Founder, St. Paul of the Cross, “May the passion of Jesus Christ be always in our hearts.” The love God has for all his creation has been revealed most vividly in Christ’s acceptance of his suffering and death. As a retreatant hears of that great love and probes through meditation and prayer the overwhelming love the passion and death of Christ reveals, the retreatant can become free to allow God to transform his or her life.

**We report that the Retreat Center is in compliance with these policies**

***ENDS.1a: People Seeking Spiritual Transformation***

***The retreat center strives to serve all people seeking spiritual transformation. Those served include (a) participants in a Passionist-preached, Passionist-sponsored or hosted program, (b) other friends of Mater Dolorosa who volunteer or donate their services to the Retreat Center, and (c) visitors.***

CEO Interpretation:  
I interpret this to mean that the Retreat Center will be welcoming to everyone who approaches the place and the ministry.

CEO Response:  
The retreat center is open to welcoming all who seek spiritual transformation no matter their creed, nationality, social class or gender identification. There is a wide variety of programs and groups who come regularly to Mater Dolorosa. These groups include Roman Catholic men and women, elementary and high school students from a variety of Catholic and public schools, school faculties, Catholic and non-catholic seminaries, parish staffs from a variety of Christian churches, Protestant retreat groups and many individuals who come for spiritual guidance, peaceful reflection, the sacrament of reconciliation, and occasional counseling.

**We report that the Retreat Center is in compliance with these policies**

***ENDS.1b: Responsive to the Signs of the Times***

***Retreat center programming will be responsive to the signs of the times as evidenced by cycles of continuous growth and renewal. The retreat center’s primary ministry is Passionist-preached retreats. Additional ministries include Passionist-sponsored groups, special programs, ministries serving youth and adults, Hispanic retreat ministry, and hosted groups in keeping with Mater Dolorosa Passionist Retreat Center’s Mission Statement.***

CEO Interpretation:  
I interpret this to mean that the retreat center ministry will be responsive to the authentic human and spiritual needs of the people in our society.

CEO Response:  
Since our current retreat season began in September 2017, we have conducted sixteen men’s retreat and four women’s retreat. I am happy to report that our numbers are up a bit this year. On the sixteen men’s retreats we have had 1240 retreatants (1196 last year) for an average of 77.5 retreatants per retreat. On the four women’s retreats we have had 308 retreatants (300 last year) for an average of 77 retreatants per retreat. We still have four men’s retreats and four women’s retreats ahead of us.

Since my February Monitoring Report In addition to these weekend retreats we have hosted two programs sponsored by Fuller Seminary, Kairos retreats for Crespi Carmelite, Loyola, Louisville, Notre Dame Central City Value High Schools, and two for Chaminade College Prep. We have also hosted high school retreats for Rancho San Antonio and Mayfield Senior School As Holy Week and Easter approached there were 15 separate groups who came to Mater Dolorosa to make the Stations of the Cross as well as 3470 people who came on Good Friday. We also provided a Married Couples retreat, a day of recollection for Young Adults, a men’s retreat and a Breve Retiro in Spanish. Finally, there were an additional 13 groups that sponsored programs here.

**We report that the Retreat Center is in compliance with these policies**

***ENDS.1c: Appropriate Environment***

***The retreat center’s environment shall be imbued with the Passionist charism and hospitality, naturally beautiful, and offered as a peaceful place of reflection and prayer. The chapel shall be maintained in accordance with Roman Catholic requirements for a place of worship.***

CEO Interpretation:  
I interpret this to mean that the retreat center will be maintained well with a focus on Roman Catholic traditions.

CEO Response:  
The retreat center works to maintain its sacred environment by keeping the grounds clean and trimmed, placing religious art throughout the facility, encouraging an atmosphere of quiet and reflection, and welcoming all guests with warm hospitality. The retreat center chapel is used solely for Roman Catholic worship although everyone is welcome to pray and meditate personally there.

**We report that the Retreat Center is in compliance with these policies**

***ENDS.1d: Costs of Passionist Programming***

## *Costs of Passionist programming will be offered at a level that sustains the retreat center and yet is available to all retreatants, regardless of ability to pay. At least 55 percent of retreat center resources shall be allocated toward Passionist programming.*

CEO Interpretation:  
I interpret this to mean that the management will prudently keep the costs and programming at a reasonable level with an emphasis on retreat ministry.

CEO Response:  
Each year the Finance Committee does an analysis of the per-person costs for the retreat center and recommends changes to the suggested offering for the weekend retreat and/or the fees for our mid-week programs. Their good work helps the management set costs at a reasonable rate for all who come to the retreat center. Given that thirty weekends of the year are taken by the Passionist retreats and another seven weekends are Passionist sponsored AA programs, and there are thirty Kairos retreats during the mid-weeks along with other retreat programs for high schools and elementary schools, all of which are in line with the Passionist charism, well over 55 percent of retreat center resources are allocated for programs expressing the Passionist charism.

**We report that the Retreat Center is in compliance with these policies**

**EL.8: Financial Conditions and Activities**

***With respect to the actual, ongoing financial condition and activities, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the budget.***

***Accordingly, the CEO shall not:***

***a)  expend more funds than have been received in the fiscal year to date unless board authorized guidelines are met;***

***b)  use any long-term reserves for current operations, special projects or debt retirement without obtaining prior board approval;***

***c)  acquire, encumber or dispose of real property without prior authorization of the board;***

***d)  dispose of religious art or icons without prior authorization of the board;***

***e)  use any restricted funds for any other purpose than that designated by the donor(s);***

***f)  fail to provide for the Board of Directors an annual external Audited Financial Statement by a board approved CPA firm;***

***g)  fail to provide appropriate internal financial controls.***

CEO Interpretation

I interpret this policy to direct and specify the standards (a-g) to be maintained in the financial management of the retreat center.

CEO Response:

I report that we are in compliance with this Executive Limitation Policy as follows:

a)  We have not expended more funds than have been received in the fiscal year to date.   
At the end of Quarter 2, we had $1,205,000 in revenues and $1,186,000 in expenses, which is a difference of $20,000. We are beginning our work on the third quarter financials and expect to continue the trend of compliance.

b)  We have not used any long-term reserves for current operations, special projects or debt retirement without obtaining prior board approval;

c)  We have not acquired, encumbered or disposed of real property.

d)  We have not disposed of religious art or icons.

e) We have not used any restricted funds for any other purpose than that designated by the donor(s).

f)  We have not failed to provide for the Board of Directors an annual external Audited Financial Statement by a board approved CPA firm.

g) We have maintained all appropriate internal financial controls in the work of the retreat center.

**We report that the Retreat Center is in compliance with these policies**

**EL 10: Fund Raising and Development Policy**

***With respect to the acquisition and allocation of funds received through fund raising activities or the development program, the CEO shall not cause or allow conditions, actions, procedures, or decisions that are imprudent, illegal, or violate professional standards, ethical values, or relevant stewardship responsibilities.***

***In addition, the CEO shall not fail to:  
a) develop a fund raising and development program for the Retreat Center’s current fiscal year and long term capital needs;***

***b) achieve or exceed the fund raising and development goals, as established in the current year’s operational and capital budget and in the Retreat Center’s long-term fund raising and development plan.***

CEO Interpretation:  
I interpret this to mean that the Board wants an up-to-date report on our development efforts..

CEO Response:

2018 Lenten Prayer Appeal

This was the third year for our Lenten Prayer Appeal. The Lenten Appeal is an invitation to send personal prayer intentions to Mater Dolorosa and an invitation to pray for each other. It is not a hard ask for donations even though we are hopeful that our benefactors will participate with a donation along with their prayer intention. The gross revenue as of 3/30/18 is $12,523.00 less expenses of $4,863.00 for net revenue of $7,660.00. In comparison, the gross revenue in 2017 was $17,107.00 less expenses of $4,581.00 for net revenue of $12,526.00. We anticipate a few more donations during the first part of April.

2018 Golf Classic – Monday, May 21, 2018

Telephone calls to prior golfers and event sponsors are being done by a calling committee of seven. The committee includes the following:

1. Greg Cornell, Chair,
2. John Van Dyke, Board Chair and golfer
3. Dale Edgington, Board member and golfer
4. Casey Quinn, Board member and golfer
5. Marshall Rose, Benefactor and golfer
6. Phil Cannon, Golfer and friend of Mater Dolorosa
7. Jeanne Warlick, Director of Mission Advancement

2018 Harvest on the Hill - Saturday, October 20, 2018

Golf chairs for our 14th Annual Harvest on the Hill are Kathryn (Kate) Kenney and Jennifer Gowen. Kate has been on the auction committee since 2012, a co-chair in 2016 and 2017, and is currently serving as a Board member. Jennifer has been on the auction committee since 2015. A theme is being discussed.

2018-2019 Development Budget

A draft budget has been prepared.

2018-2019 Development Plan

The 2017-2018 Mater Dolorosa Development Plan will be reviewed to determine if any changes are necessary for the 2018-2019 fiscal year.

Stewardship Events

1. Sunday, March 4, 2018 – Annual Special Friends and Benefactors Mass and Luncheon

A video made by a retreatant during his weekend retreat was shared with the group. It was a beautiful insight to what retreatants gain from their weekend retreat.

Total reservations: 57

RSVP No Shows: 7

Cancelled: 2

Total for Mass and Luncheon: 48

1. Sunday, August 5, 2018 – All Donor Mass and Luncheon in the outdoor amphitheater.

National Catholic Development Conference (NCDC) – Regional Workshop

Mater Dolorosa is hosting an NCDC regional workshop on Thursday, May 3, 2018. We host two workshops per year and began in 2016. It is a good opportunity to promote the retreat center to Catholic schools and parishes in the Los Angeles and surrounding areas. The topic for this workshop is “Fundraising Factors: Identifying Your Top Prospects”. The presenter is William Tedesco, CEO of DonorSearch. Board members are invited to attend this half-day workshop. The fee is $60 for members and $75 for non-members of NCDC.

About NCDC: The National Catholic Development Conference is the United States’ largest membership association of charitable religious fundraisers. Our nonprofit membership consists of religious communities of men and women, shrines, social service agencies, schools, parishes, dioceses, seminaries and international relief agencies. Corporate partnership is available to businesses wishing to promote the interests and purposes of the Conference.