**Mater Dolorosa Passionist Retreat Center  
Meeting of the Board of Directors  
June 6, 2018**

**Retreat Director’s Monitoring Report**

**Introduction**

**I certify that the following information is true and correct as of June 6, 2018.**

This is our fifth 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, all the Ends, Governance Process and Board-CEO Linkage policies:

**ENDS POLICIES  
EL 8: Financial Conditions and Activities  
EL 10: Fund Raising and Development Policy**

**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 and/or spiritual direction.

**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 nineteen men’s retreat and eight women’s retreats. I am happy to report that our numbers for the men’s retreats are up a bit this year. On the nineteen men’s retreats we have had 1470 retreatants (1417 last year) for an average of 77 retreatants per retreat. On the eight women’s retreats we have had 529 retreatants (551 last year) for an average of 66 retreatants per retreat. Clearly, the women’s retreats are down this year and I believe that a significant factor in this decline is a growing resistence among the women to share a room. We have one more retreat for women left in our season and it should bring the women’s average up a bit as there are 102 registrations for the retreat and the attendance last year was 74.

Since my April Monitoring Report in addition to these weekend retreats we have hosted three programs sponsored by Fuller Seminary, Kairos retreats for Crespi Carmelite, Loyola (two retreats) and Chaminade College Prep. We have also hosted high school retreats for Rancho San Antonio, Bishop Amat and St. Genevieve. We have provided two Breve Retiros in Spanish. In addition to these we also hosted nineteen other groups who had programs of one to four days.

**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.

In order to keep our environment “appropriate” we have completed the following projects: re-piped the front lawn irrigation lines and the north bank behind the retreat center; refurbished the cemetery; placed new chairs in the smoking area outside of De Loor and in the Pergola; installed new guest chairs, nightstands and lamps in many of the retreat rooms; placed new bedspreads in the west wing; painted twenty bathroom showers; refinished several pieces of furniture including two bookcases, a bible stand and a decorative shelf; repainted two offices in the Office Wing, installed five new computers, monitors and a new backup server; replaced the two projectors in Founders Hall; and refreshed the Hermitage. In addition to these projects we have completed 342 work orders between July 1, 2018 and May 29, 2018.

**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:

Currently we are following this policy in the following ways:

a)  We have not expended more funds than have been received in the fiscal year to date. At the end of Quarter 3, we had $1,899,000 in revenues and $1,693,000 in expenses, which is a difference of $206,000.

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:***

1. ***develop a fund raising and development program for the retreat center’s current and capital needs;***
2. ***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:

This policy directs the CEO to be a good and careful steward of the resources of the retreat center and to oversee ongoing efforts to develop sufficient financial resources to assure the continuance of the mission of the retreat center.

CEO Response:

The 2018-2019 Mater Dolorosa Fundraising Development Plan (Plan) has been reviewed and is attached for Board review. The areas that refer to Board support have not been changed or eliminated. If it is determined that these tasks are out of compliance within the Policy Governance structure, the Plan can be revised.

In addition to the Development Plan we are pleased to inform that Board that the 2018 Golf Outing that was held on Monday, May 21, 2018 was a success in spite of the weather. As you are aware, Patrick Wickhem who had chaired the last seven golf outings retired last year. Our new chair is Greg Cornell from St. Dominic Parish in Eagle Rock. His style of leadership was very different from Pat’s as Greg relied heavily on Jeanne Warlick to do most of the work. This year there were 89 golfers. That number increased to 126 for dinner. There were 19 volunteers who did a remarkable job in running the outing. Our total revenue was $72,047.50, with expenses of $23,570.56, giving us a net revenue of $48,476.94. It was a wonderful afternoon and evening and all who participated seemed to enjoy the event. Jeanne did a marvelous job in pulling everything together and made sure that the event was a success.

The 2019 Golf Outing will be held on May 20, 2019 at the same location, the Glendora Country Club. It is the goal of the management team to find a golf chair that is more active in procurement of event sponsors, underwriters and golfers. Referrals from board members and retreatants will be considered.

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