



Natural Dharma Fellowship 2023 Annual Report

October 21, 2023

Annual Report

Table of Contents

NDF Annual Letter from Lama Willa and Lama Liz	3
NDF Annual Letter from Co- Managing Directors, Barbara Waldorf and Karen Kharitonov	6
Welcoming New Staff	6
Hybrid Expansion	7
Spiritual Programming	7
 Highlights of 2023 Events and Programs	7
 Preview of 2024 Events and Programs	7
Grants and Outreach	8
At Wonderwell	8
Updated Email and Collaboration Tools	9
New Tech Coming	9
Expanding our Refuge	9
NDF Board of Directors	10
NDF Staff	11
NDF Organizational Chart	12
Note of Welcome & Congratulations	13
Building and Grounds Committee Report	14
Ethics Committee Report	16
Final Exit Committee Report	17
Treasurer/Finance Committee Report	18
Governance Committee Report	21
Inclusion and Equity Committee Report	22
Personnel Committee Report	23
Stewardship Committee Report	25

NDF Annual Letter from Lama Willa and Lama Liz

Dear Friends and Sangha of Natural Dharma Fellowship,

Here in New England, as the leaves ignite into colors of flame, our hearts are filled with gratitude for the community of Natural Dharma Fellowship: for dharma friendships, for our amazing staff and volunteers, for dedicated mitras and teachers, for local practice groups, supportive members, and kind benefactors. How fortunate we are to live interwoven in such circles of care!

Our gratitude extends beyond the human, to the land, trees, forests, animals, fungi, water and skies—to the profound mother of all life. This beautiful planet, the Buddha of our time, reflects the dharma of interdependence back to us, reminding us of our true roots. Always, she reminds us to live in harmony, to step lightly on the earth, to befriend and tend, to bend but not break.

Our gratitude extends also to the lineage, to our spiritual ancestors, those who lived before us and who passed down the precious teachings that we receive today in this time and place, an ocean away from the motherlands of India and Tibet. We offer our gratitude to the ancestors who help us understand what it means to live a life of wisdom and compassion, who invite us to empty out in order to fill up, who pass down the legacy of bodhicitta, more precious than gold. To the lineages of native wise ones beyond label or religion that knew of abundance and compassion, that offer us methods for turning poison into nectar, we pay homage.

Since 2009, Natural Dharma Fellowship has supported the transmission of the indigenous wisdoms of Tibetan Buddhism to the West in a form synchronized with this time and place. Our intention has been to weave a mandala—a community of teachers and practitioners—that expresses a sincere, lived commitment to nurturing innate love and compassion, and to deepening our relationship with the essence of the heart-mind, primordial wisdom.

In 2011, our community found a spiritual home in Wonderwell Mountain Refuge, a beautiful ecosystem of land and structure where, over the years, our mission has organically expanded to include an emphasis on embodiment, on the idea that dharma lives in our entire being. We have focused on how integrating cherished principles of compassion, wisdom, and non-harm into deeper levels of our lived experience—our life, work, and relationships—helps build a foundation for a better world.

Our pillars of development at Wonderwell include training in wisdom and compassion as emphasized in the Margha Program, fierce love and selflessness as emphasized in the Vajrayana program, and non-dual awareness as emphasized in the Rewilding training and Dzogchen teachings. Retreats on other aspects of the Dharma, from shadow work, exploring the Buddhist

teachings on death and dying, and relational training enrich our development as full human beings.

The last few years have made it abundantly clear that we are living in an unprecedented, powerful age. We have entered, to borrow from popular terminology, the time of the Fourth Turning. The dharma we have inherited is about compassionate evolution and we clearly recognize that our “sacred” must now expand to embrace the non-human world, the plants, the animals, the soil and the water—to include the mother that we call Earth.

We live at a time when the Dharma is consciously expanding to meet the challenges of this time. We see the possibility of joining so many others as midwives of a fresh dharma, one that acknowledges the colonial past, leans towards social justice, and recenters the more-than-human world. It is an exciting time to be alive and to be together as a community of practitioners.

This year of 2023 has been a memorable one in our world history as the pandemic lifted and we reconnected with one another. In our dharma realm, this reconnection has been poignant and powerful. It has been a joy to watch our online sangha—who met Natural Dharma just recently during the pandemic—visit Wonderwell Mountain Refuge for the first time, and to witness the delight of our old sangha friends reconnecting with one another again in person. Many tears of joy have been shed in the driveway of Wonderwell and in our Dharma temple.

In February of 2023, we welcomed Karen Kharitanov into the role of Co-Managing Director of Natural Dharma Fellowship, working closely with her partner Barbara Waldorf. With Karen and Barbara as Co-Managing Directors, Natural Dharma Fellowship is moving into a new phase of integration and stability. We feel deeply fortunate that our vessel is in such good hands. Barbara and Karen lead with expertise, patience and care, embodying a unique and important model of dharma-infused co-leadership that is becoming a hallmark of NDF’s organizational structure.

This autumn, our sangha has experienced both heart aches and poignant joys. In September, we lost (in body but never in spirit) a very dear teacher with Natural Dharma Fellowship, Joel Beahr. His courage and grace throughout a long bout of Parkinsons inspired and instructed us. He has left us forever transformed. At nearly the same time, we joyfully welcomed Natalia and Peter’s golden child Yaroslav Blank, whose vital energy and strong singing voice bring joy and laughter into our lives.

This autumn has also been memorable for a milestone in our history as a retreat center. Due to the kindness of many, Natural Dharma Fellowship has made a significant development that promises to expand the potential for our long term continuity. Our neighbor Alice Nulsen II (who passed away last year), and her two children Charlie and Alice Nulsen III, invited us to make an offer on her stunning 170 acre farm adjacent to Wonderwell known as Faraway Farm. Due to more kindness, this time from several generous sangha members who extended gifts and loans, we made that offer.

While we have yet to begin the fundraising to make this purchase viable, the wheels are turning. To steward Faraway Farm would open doors for the community of Natural Dharma Fellowship to protect the quiet open space of the ecosystem of Philbrick Hill, to offer longer solitary retreats, to support wilderness retreats onsite (an extended trail system), to cultivate community (a house and beautiful barn), and to expand capacity at Wonderwell.

In addition, we are exploring with Ausbon Sargent Land Preservation Trust the possibility of putting some portion of the land into conservation to more fully embody our values of sustainable stewardship of the more-than-human world. Please stay tuned for more developments!

As for updates from us as individuals, I (Liz speaking here) returned from my sabbatical after having spent the year immersing myself in experiencing the intersection between Buddhist meditation and indigenous plant wisdoms and medicines from South America. I learned how plant medicines can profoundly facilitate deep levels of personal and collective healing, while enhancing a direct experience of awareness of the truth of how things actually are, beyond all our limiting impressions. I look forward to learning more about how the wisdom and compassion of the plants can guide us into deeper levels of recognition of our inseparability from the more-than-human world.

As the fall turns to winter, I (Willa speaking here) will continue a rhythm that began for me during the pandemic, traveling to North Kohala on the Big Island of Hawaii to live at Kohala Sanctuary, a dharma refuge established by Joel and Michelle Levey. There, I am collaborating with beloved others to explore eco-village life, seeding roots and weaving relationships with friends, the land, and the plant world.

This winter, I am excited to explore food forest permaculture, while continuing my work and teaching with Natural Dharma Fellowship online. I look forward to sharing more with the sangha at Dharma Sundays and when I return to Wonderwell next June.

When we (both of us again!) look back on the last fourteen years since we were incorporated as a non-profit organization, it seems miraculous that we have grown so much and with such stability. This flourishing is due to the kindness, generosity and volunteer work of all of you—our supporters, friends, members, staff, core and visiting teachers, the Board of Directors, mitras, Zoom hosts, and so many others. This weaving of many hearts and hands is truly a blessing. Thank you for your part!

Wishing you abundant blessings, health and happiness,

Lama Willa and Lama Liz

October 10, 2023

NDF Annual Letter from Co- Managing Directors, Barbara Waldorf and Karen Kharitonov

Welcoming New Staff

First and foremost, we would like to recognize the heartfelt dedication of all of the NDF Staff. It is difficult to put into words how much we appreciate working with these committed, hard working, beautiful humans who hold together many aspects of our dharma container. The Organization chart that will accompany the Board's Annual Report displays names with positions, but as in most small organizations, many hats are worn and shared as a team; so cross-training and streamlined collaboration are critical goals.

In 2022-2023, new needs brought new faces to our team: Kathy Costa as Office Manager; Phil Morse as Facilities Manager; Karen Kharitonov, hired as Online Programs Coordinator then promoted to Co-Managing Director; Laura Sicari as Online Programs Coordinator; Dina Dodson as Social Media/Marketing Coordinator; Kim Albert as Hybrid AV Assistant; and Elaine Schein as Bookkeeper. These welcome additions have joined the existing staff: Sheila Moir - Registrar; Dianne Wiroll - Technical Manager; Andrea Redican - Onsite Retreat Coordinator; Don Post - Grounds; and Barbara Waldorf - Co-Managing Director.

And yet, there are often gaps to fill. When our beloved chefs, Natalia Karaulova and Peter Blank took time off to be with their precious newborn, Yaroslav, retreatants continued to be very well-nourished by four new part-time cooks: Aaia Naess, Olivia McCarthy, Ginger Berringer and Henry Doyle. Our kitchen will continue to be graced by their skills as they fill in for retreats in the future.

We were very lucky to have Tracie Palmer as our 2022-23 Harvard Divinity School intern - taking responsibility for coordinating Dharma Dialogues and joining Kathe Mckenna in teaching the Beginners retreats and courses. We are pleased to welcome a new Harvard Divinity School intern, Christopher Diak, who will be with us for the 2023-24 school year. He will be helping with Zoom hosting, as a retreat manager, and with video editing.

Our staff has been gathering for retreats every 6 months at Wonderwell to bolster staff cohesion and support. These are special opportunities to be in the same room, since a good number of us work remotely in New Hampshire, Maine, Massachusetts, Virginia, and Maryland.

And our wheels would not turn without the energy supplied by a vibrant and much appreciated team of volunteers!

Hybrid Expansion

In 2022, NDF partnered with Studio Charter, owned by sangha member Zach Phillips, to enhance and simplify our hybrid event experience. Our desire to deliver the dharma in this way can be summed up in words from Zach's eloquent proposal to use his cutting edge system: "Until everyone can find their sangha, I think ours ought to be as accessible as it can possibly be. I believe my team can set this up in a way that accomplishes that without compromising any of the Wonderwell magic that is so precious to all of us. Perhaps it could even be enhanced."

NDF's Online and Residential Coordinators and AV team (along with many amazing volunteers) have worked diligently to make this vision come to life. In spite of a steep learning curve and many technical challenges, we feel we're now at the stage of tweaking and improving.

Our system now offers seamless verbal communication between Zoom and the Meditation Hall at Wonderwell, a variety of camera angles, and the ability for teachers to view the kind faces in the Zoom gallery in their line-of-sight. All this is aimed at merging the online and in-person experience while honoring the residential experience and striving as much as possible to make the Zoom audience feel like they are "sitting in the back row" in the beautiful hall.

Spiritual Programming

NDF spiritual programming is coordinated by the Teachers Council, and implemented by the Spiritual Programming Council (SPC). The SPC was started this past year and is doing the majority of the scheduling for Sundays, Mondays, and retreats/courses. They are also working on creating surveys and evaluations of our major programs.

Highlights of 2023 Events and Programs

New programming during this year included: the **February Meditation Intensive** (residential); **Rewilding Dharma Sundays** with nature-based meditations led by Lama Willa and Lama Liz along with council practice in collaboration with the Council on the Uncertain Human Future (both online and hybrid); and **Diving for Diamonds** with Lama Liz. **Beginners' retreats and courses** with Kathe McKenna and Tracie Palmer were also added to our regular offerings.

We brought back **Open Practice weekends** and added potlucks to our Hybrid Dharma Sundays - much to everyone's delight. **Dharma Dialogues** is focusing on Confronting Race and Injustice and will continue through the rest of the year.

Preview of 2024 Events and Programs

Lama Liz will be offering a new **Divine Masculine course** this winter. Lama Willa will teach Dharma Sunday once a month, and a new version of Dharma Dialogues will be coordinated by both Lamas - a series of conversations with spiritual teachers. In addition to our regular program offerings, new retreats will be on the agenda, co-taught by our lamas and their invited guests.

Grants and Outreach

After an annual meeting with longtime supporter, the Bess Family Foundation, we gratefully accepted a grant for \$75,000 over 3 years toward operating expenses. Their generosity also provided significant support toward the purchase of Faraway Farm. We will welcome Bess Family Foundation friends for a 3rd party retreat at Wonderwell in December.

The Hemera Foundation that provides fellowships for residential retreats asked Barbara W. to be part of a conversation about the impact of COVID and recovery, with other folks who run meditation centers that they sponsor. This was a very interesting experience hearing about and learning from how others have been going through similar issues.

We value our past and future collaborations with the Council for the Uncertain Human Future, Bhumisparsha, the Barre Center for Buddhist Studies, Harvard Divinity School, and Tufts Buddhist student organization.

At Wonderwell

As we recover from the impact that COVID had on our residential programs, we are making plans to open up and enhance the experience of onsite retreatants. With the completion of a new apartment for staff in the lower level, our Women's Dorm will re-open its doors and a new private room will be added on the 2nd floor (Samten Ling). Likewise, the Men's Dorm in Dorje will reopen.

Bookstore sales are increasing with the addition of new items. Our new, custom, hand thrown NDF mugs are expected to be a bestseller.

Wonderwell continues to be supported by generous sangha members who have donated dharma books, book shelves, EV chargers, hearing assistance devices, items for the bookstore and more.

In addition to our retreat and event schedule, Wonderwell hosts a number of third-party retreats for student organizations, other sanghas, and a variety of events related to contemplative practices.

Updated Email and Collaboration Tools

Thanks to all the generous work and kind sharing of our teachers, staff, committees, volunteers and Sangha, NDF has been experiencing organic growth. Our broader scope and depth demand better tools to support our goals. In the fall of 2022, the NDF Tech team started moving toward

the implementation of Google Workspace, launching Gmail for all staff and the Board in March 2023. This along with shared Drive folders and collaboration tools provide:

- a more cohesive structure for staff, teachers, volunteers and the Board to interconnect and interact
- transparency as to how our pieces fit together to serve the whole more clearly
- seamless passing of the torch when roles change
- agile communication for decision making and collaboration
- secure storage and protocols to centrally locate NDF's Information and Data
- secure access to a shared, integrated online environment.

New Tech Coming

As we continue to update and upgrade our website, exciting new user experiences are coming within the next year. Resources in user account dashboards, along with other useful information, will be available with a mobile app. Stay tuned!

If you have lamented over those retreats you missed, relief is on the way. We are preparing to make a wide selection of past retreat and event recordings available for purchase through our website. Our archives are full of wisdom and joy to share more broadly.

Expanding our Refuge

As Co-managing Directors, we have been directly involved in crucial, time-sensitive steps that led to the purchase of the neighboring house and land. What an amazing range of opportunities the expansion of our mountain refuge will bring! We are looking forward to brainstorming, mulling over, and implementing the plans for this property that arise from the Board, our staff and the Sangha. In addition to reaching out in the community and working with the Town of Springfield, we are in conversation with Ausbon Sargent Land Trust about putting land into a conservation easement.

We look forward to the upcoming year as we grow as a team and seek new and improved ways to serve the Sangha and spread the dharma!

NDF Board of Directors

Kathe McKenna, President

Tracie Palmer, Vice President

Phil Malloy, Treasurer

Susan Malloy, Secretary

David Bayer

Suzanne Harvey

Jane Moss

Jean Fazzino Lain

Matt Fritts

Matthew Bellows

Sarah Buie

NDF Staff

CO-MANAGING DIRECTORS

Barbara Waldorf
Karen Kharitonov

ONSITE

Facilities Manager
Phil Morse

Office Manager
Kathy Costa

Residential Retreat Coordinator
Andrea Redican

Groundskeeper
Don Post

Hybrid A/V Assistant
Kim Albert

Kitchen
Natalia Karaulova
Peter Blank

ONLINE

Technical Manager
Dianne Wiroll

Registrar
Sheila Moir

Online Programs Coordinator
Laura Sicari

Marketing & Social Media Coordinator
Dina Dodson

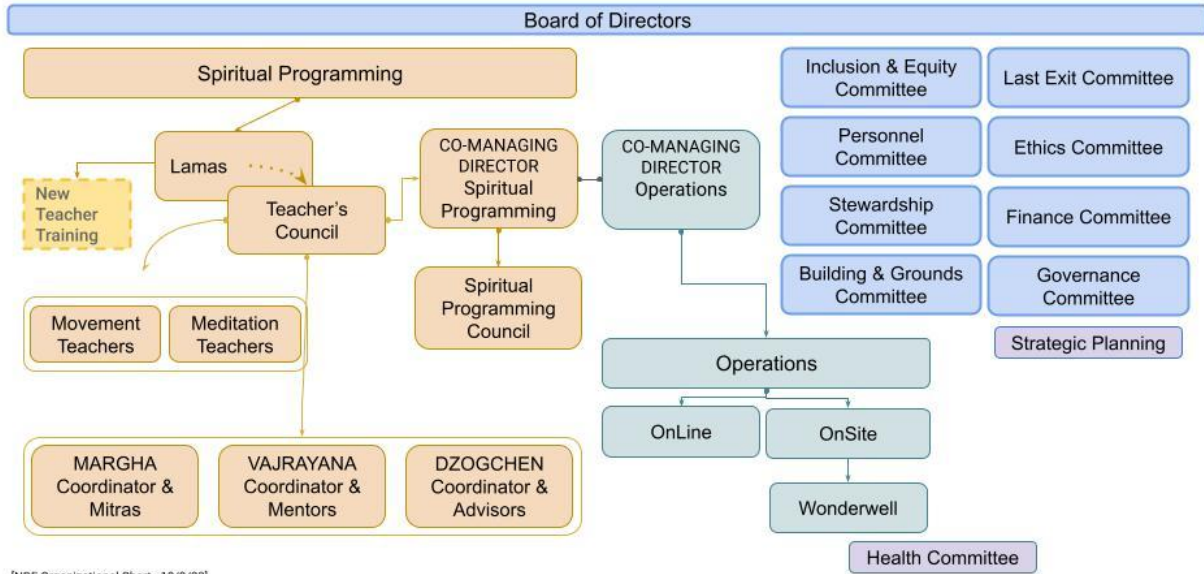
NDF Organizational Chart



Natural Dharma Fellowship
WONDERWELL MOUNTAIN REFUGE

Spiritual Programming Operations Board Committees Ad Hoc Proposed

Lineage

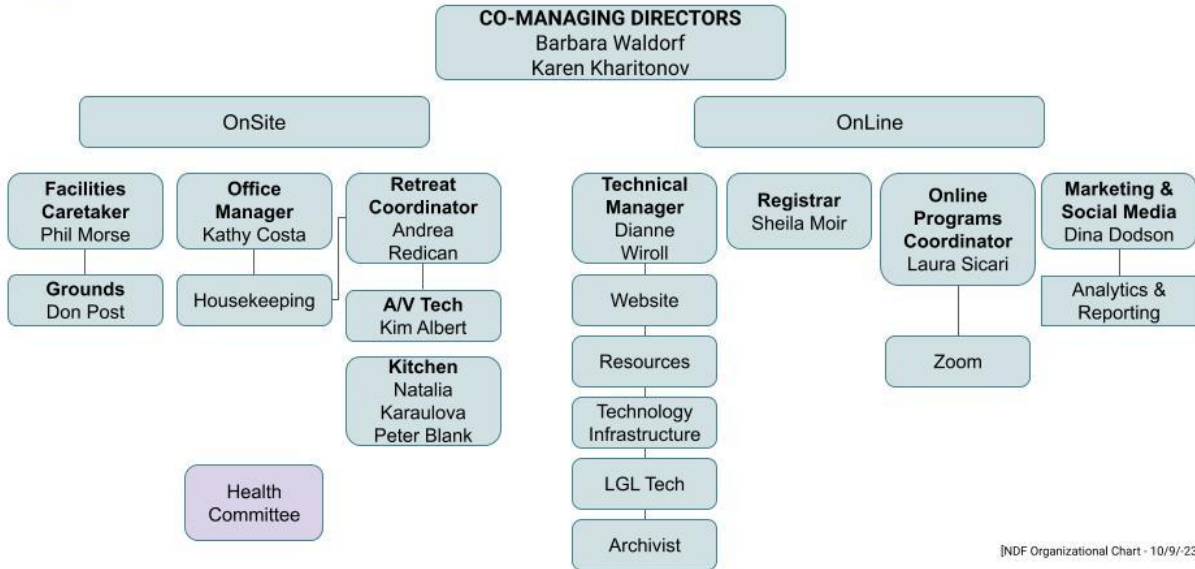


[NDF Organizational Chart - 10/9/23]



Natural Dharma Fellowship
WONDERWELL MOUNTAIN REFUGE

NDF OPERATIONS



[NDF Organizational Chart - 10/9/23]

Note of Welcome & Congratulations

In August, our beloved Chefs Natalia Karaulova and Peter Blank welcomed Yaroslav "Yaro" Blank into the world. We extend our heartfelt congratulations to Natalia and Peter, and welcome Yaro into the NDF Sangha!



Building and Grounds Committee Report

Chair: Kathe McKenna

Accomplishments of the Past Year and more:

- This committee is newly re-formed as of late 2022 after a hiatus of several years since the major renovations to Wonderwell.
- First task was to define our purview – draft its Role & Responsibilities:

Role & Responsibilities

Building & Grounds Committee

(updated Sep 2023)

Role:

- Hold the overview as well as the historic memory of the ongoing development of NDF's retreat facility, Wonderwell Mountain Refuge. Share the short and long term facility and grounds needs of Wonderwell with the board as well as both recommend priorities and develop the best implementation strategies to meet the board's strategic goals.

As of September 2023 the Role of this committee was expanded to include Faraway Farm.

Responsibilities:

- Brainstorm and share with the board and staff best practices of facilities' management
- Research and propose ways to 'green' Wonderwell
- Gather information from the 'on the ground' building and grounds personnel to develop needs and create priorities
- Remain aware of any ongoing renovations and oversee them if and when possible
- Facilitate and promote (when possible) research on Wonderwell's historic value and funding opportunities in partnership with other NDF committees and staff
- Note and track the property taxes assessed by the Town of Springfield
- Work with the board to draft a short and long range plan for Wonderwell's maintenance and renovations
- Develop and recommend best use for Faraway Farm in the short term
- Oversee any immediate needs of Faraway Farm (such as picking up the current security system contract)

- Track the construction of the staff quarters in the basement (so far, under budget thanks to Phil Morse)
- Review with the Facilities Manager any immediate building needs (for example, the front steps), analyze estimates
- Develop a cost for renovating the rear porch; research potential contractors
- Work with volunteer contractor to address the failing shingles on the side of the meditation hall
- Collaborate with volunteers to develop a rewilding plan for the grounds
- Review use/needs of Wonderwell's barn:
 - Research the historic status of the barn (to the end of seeking grants for repairs)
 - Connect with potential grant-writing component in NDF
 - Remove and sell extraneous items stored in barn
 - Need to keep the barn as a storage area for major equipment
- Review of equipment purchases
- An energy audit was commissioned and reviewed by the committee:
 - Research and make recommendations for updated/greener heating system
 - Work with sangha to promote more energy efficient actions – lowering thermostats, wearing warmer clothing, etc
- Research potential construction of two semi-private sleeping nooks off the dormitory
- Develop simple architectural drawings for Faraway Farm
- Research the layout of Faraway Farm grounds/parameters

Future Projects/Goals:

- The primary goal(s) of this committee is to continue monitoring use/needs at Faraway Farm as well as Wonderwell

Ethics Committee Report

Chair: Kathe McKenna

Accomplishments of the Past Year and more:

- This committee managed the collaboration with [An Olive Branch](#) during NDF's ethics review.
 - First an application to Hemera was submitted to become one of 3 dharma organizations that the Hemera Foundation would fund to pilot the work of An Olive Branch to enhance the ethical awareness within dharma vessels.
 - Over the course of a year, meetings and trainings were arranged with NDF teachers, the ethics committee, the membership and the board. Rich conversations were conducted leading to enhanced knowledge and a recommitment to put ethical awareness at the forefront of what NDF does.
 - Members of the committee have led sessions at various NDF Teachers Retreats to highlight ethical protocols.
 - Committee members have also taken up the responsibility of rewriting much of the text on NDF's website to better explain the process.
 - The Ethics Committee collaborated with Rev Bill Beardslee, a UCC minister with extensive experience in ethical protocols within his denomination. Through this collaboration, outreach has begun to other dharma organizations to establish mutual support around ethical violations.
 - Several meetings have been held and more are in the pipeline to explore ways that fellow dharma vessels can be brought into an investigation process if an ethical complaint is brought against an NDF teacher. The reason for this step is to ensure an 'arm's length' review of any complaint. Otherwise, the Ethics Committee could be seen as not having the proper distance from a complaint against one of their teachers or colleagues.

Future Projects/Goals:

- The primary goal(s) of this committee is to
 - complete our task of updating the NDF website with clear and transparent wording
 - complete the outreach to develop collaboration with other dharma organizations
 - continue to educate and train teachers in appropriate ethical behavior
- The major barrier is a thinly staffed committee for the amount of work to be done.

Final Exit Committee Report

Chair: Kathe McKenna

Accomplishments of the Past Year:

- A good deal of research was done over a year ago about regulations in New Hampshire regarding ‘green burials.’ Most of this was done by Don Kreling. And the indications were quite open. That is, most regulations addressed the need to report burials to town, not request permission from town.
- There was ‘gentle’ outreach to core NDF members to gauge the interest in ‘green burials’ at Wonderwell. There was significant interest but also requests for options around memorial services at Wonderwell in conjunction with burials. This issue has not made it onto the agenda at the Teachers Council.
- Prior to the potential purchase of Faraway Farm, it was unrealistic to consider this as possible on the grounds of Wonderwell. With Faraway Farm, it is conceivable to provide space for green burials and perhaps trees planted on top.
- Also, there was some interest in providing a place for cremated remains to be deposited at Wonderwell. This could be simply spreading in the woods, or building a stone wall with ‘crypts’ in it and plaques.
- Key members of this committee are ‘retiring,’ so for it to continue there needs to be outreach for new members.
- Whatever is offered, it would be limited to NDF members and it would entail a cost/donation.

Future Projects/Goals:

- New members need to be recruited and further research done.
- The Teachers Council needs to consider what ‘memorial services’ might be offered and by whom.

Treasurer/Finance Committee Report

Chair: Phil Malloy, Treasurer

NDF faces exciting financial times:

- The potential opportunities from Faraway Farm (still tbd)
- The success of online/hybrid events. These have high potential because attendance is not limited by geography or by limited Wonderwell space
- The gradual recovery of retreat attendance at Wonderwell

At the same time, NDF faces financial challenges:

- Paying off loans used to purchase Faraway Farm
- Cost of owning Faraway Farm is unknown
- We are currently running at a -23K/year loss due to increased staffing expenses (added staff to support online/hybrid events, added a Managing Co-Director, and increased Lama compensation which was unfairly low)

What is NDF's strategy to handle these challenges?

- Use our strong cash position (333K) to buy time – time to restore profitability by generating revenue from Faraway Farm, and to increase event attendance (especially online)
- The Faraway Farm plan is still tbd. While in the very worst case we can resell it, this shouldn't be necessary (capital campaign, revenue opportunities from Faraway Farm and its 173 acres)

The financial statements for the 12 months ending 8/31/23 are below.

Statement of Financial Activity

(000's)

	12 months ended 8/31/23	12 months ended 8/31/22	Comments
OPERATING REVENUE			
Programs	454	448	
Contributions	243	261	
Membership	85	87	
Miscellaneous	13	12	
Store (net)	2	3	
TOTAL OPERATING REVENUE	798	810	

OPERATING EXPENSES			
Programs	127	109	
Advertising	13	15	
Depreciation	84	87	
Facilities	72	79	
Information Technology	47	50	
Insurance	11	17	
Miscellaneous	14	2	
Office & Admin	7	4	
Staff	435	392	
TOTAL OPERATING EXPENSES	808	754	
NET OPERATING REVENUE			
	-11	56	
Other Revenue	213	45	'23 includes 208 for Faraway Farm, '22 includes 25 donation for truck and 22 grant for covid relief
Other Expenses	1	-11	
NET REVENUE	203	110	'23 includes 208 donations for Faraway Farm
CASH BASED NET OPERATING REVENUE*	41	123	<i>NDF makes spending decisions based on this number</i>

*Net operating revenue plus depreciation (a non-cash expense) minus principal repayments (a cash non-expense)

Statement of Financial Position

(000's)

	12 months ended 8/31/23	12 months ended 8/31/22	Comments
ASSETS			
Bank Accounts	714	466	208 for Faraway Farm
Other current assets	2	7	
Fixed Assets			
Accumulated depreciation	-651	-581	
Buildings	3387	3322	
Furniture & Equipment	121	92	
Vehicles	46	55	
Land	70	70	
Total Fixed Assets	2973	2958	
TOTAL ASSETS	3689	3431	
LIABILITIES AND EQUITY			
Liabilities			
Deferred Revenue	134	50	
Other current liabilities	12	10	

Long-term Liabilities – Loans from Officers, Directors	1208	1240
Total Liabilities	1354	1299
Equity	2335	2132
TOTAL LIABILITIES AND EQUITY	3689	3431

Governance Committee Report

Chair: Kathe McKenna

Accomplishments of the Past Year:

- Planned and led the Board Retreat
- Revised NDF by-laws to reflect our current organizational structure, the Board's consensus decision making process, and resolution of time-sensitive questions via email.
- Nominated Jean Fazzino-Lain to the Board
- Planned the Annual Meeting

Future Projects/Goals:

- Formalize NDF's Conflict Resolution Policy and Process
- Formalize the process for vetting new board members
- Add two new Board members
- Plan next year's Board Retreat
- Plan next year's Annual Meeting
- Review and revise NDF policies and procedures

Inclusion and Equity Committee Report

Chair: Francine Rainone

Accomplishments of the Past Year:

- Hosted monthly Dharma at the Movies, offering information about inclusion and equity and fostering discussion.
- Finished book group reading Braiding Sweetgrass.
- Formed a task force to look at revising the registration process and the accommodations policy to be more inclusive, especially with respect to non-binary people.
- Encouraged the Board to revisit pricing structure for residential retreats and solo retreats to enhance financial accessibility.

Future Projects/Goals:

- Offer monthly Dharma at the Movies based on presenting contemporary embodiments of the 21 Taras.
- Begin a new book group.
- Formalize succession planning and expand group membership.
- Continue to advocate for inclusivity in pricing structure and the registration process.

Personnel Committee Report

Chair: Jane Moss

Accomplishments of the Past Year:

- Reviewing and supporting Lama Liz's sabbatical
- Working to transform the position of the Grounds Manager to an hourly position under the supervision of the Facilities Manager
- Steering the NDF organizational shift from one Managing Director to two Co-Directors
- Hiring Co-Managing Operations Director Karen Kharitonov (initially hired in August 2022 as Online Programs Coordinator)
- Hiring Co-Managing Spiritual Programming Director Barbara Waldorf (initially hired in April 2021 as Managing Director)
- Support for the hiring of Online Programs Coordinator Laura Sicari
- Support for the hiring of Social Media Coordinator Dina Dodson
- Support for the hiring of part-time Bookkeeper Elaine Schein
- Support for the hiring of Retreat Coordinator Andrea Redican
- Support for the hiring of Hybrid AV Assistant Kim Albert
- Establishing a voluntary Family Leave policy and financial support payment for Natalia and Pete (In New Hampshire, Family Leave simply guarantees the job but is unpaid.)
- Support for the hiring of Substitute Cooks for Retreats during Natalia and Pete's Family Leave
- Review and compile Volunteer perks
- Together with the Teachers Council, ongoing review and confirmation of roles and responsibilities of the Margha, Vajrayana and Dzogchen teams.
- Transferring the responsibility of evaluating the NDF Lamas to the Teachers Council

Future Projects/Goals:

- In consultation with the Noble Treasurer, continue working toward developing procedures for establishing staff wages and bonuses, for achieving appropriate

increases for key staff, and for responding when staff needs arise, such as for leaves of absence for health, sabbaticals, or other reasons.

- With Registrar and Noble Treasurer, continue to coordinate retreat comps as perks for volunteer work.
- Continue to work toward fulfilling our responsibility to provide Job Descriptions throughout NDF, so that there is a clear picture of what is being done and what is still needed. We are extending this call for Job Descriptions to include our Bodhicitta–inspired volunteers.
- Hold the entire organization in our purview: Margha Organizers, Mitras, Mentors. Vajrayana Coordinators and Mentors, Dzogchen Program Coordinators and Advisors, Paid Staff and Volunteers.
- Because we need to know what is making this Dharma vessel work, we are asking both staff and volunteers to track their work time.

***Our list of volunteers numbers right around 50, not counting board committees. Volunteers have and continue to be a wellspring for Natural Dharma. There remains of course the non-financial acknowledgment best captured in the practices of Offering and Dana. From early on, Lama Willa's offering of her teaching, NDF's establishment of a working board and committees, along with a myriad of donations of sangha skills, presence and time, have built this unique community of on and off cushion Bodhicitta practice.*

For this, we are deeply grateful.

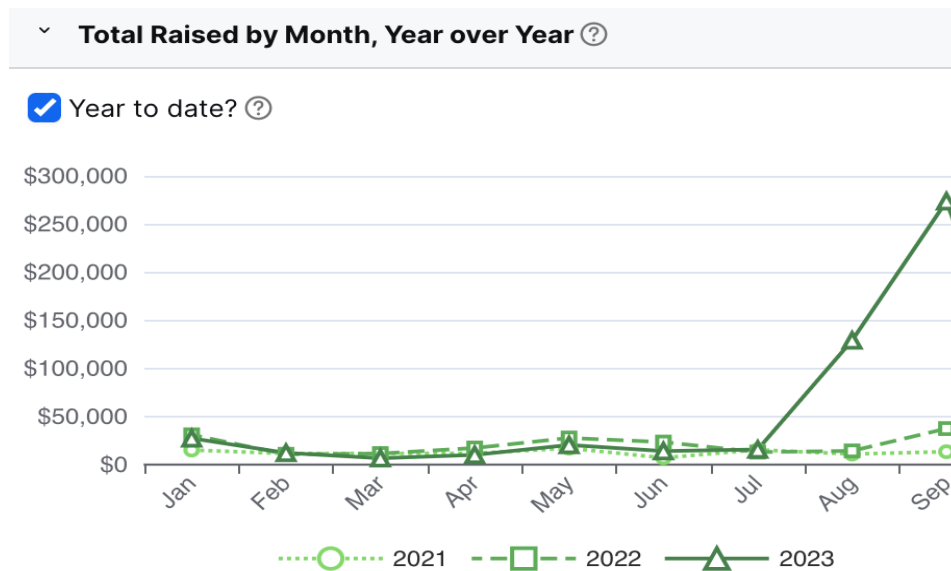
Stewardship Committee Report

Acting Chair: Matthew Bellows

Accomplishments of the Past Year:

- We've had a spectacular year of generosity at NDF, driven by a successful "May is Membership Month" campaign followed by an outpouring of support for the Faraway Farm initiative.
- Year-to-date, we've received donations from 1,594 sangha members, down slightly from this time last year (1,635) and up from 2021 (1,345).
- In terms of dollar donations, we are currently more than double compared to last year - over \$514,000 compared with \$188,000 in 2022!
- The Faraway Farm campaign so far has generated \$256,000 in donations to date, with "May is Membership Month" inspiring a very healthy \$50,000.

This chart shows how much the Faraway Farm inspired donations over baseline donation amounts.



- First time donors to NDF numbered 117 individuals, families and organizations. Welcome and thank you! Over 60 donors have given for four years in a row, and almost 50 have given to NDF for six or more years in a row. Thank you for your unwavering support!

Future Projects/Goals:

- Of course, we are just beginning. The Faraway Farm project is going to test the limits of our sangha in more ways than one. We are looking for help in all kinds of ways, most particularly in the fundraising/Stewardship Committee. Please email me (matthew.bellows@gmail.com) if you would like to join the Stewardship committee and help us secure Faraway Farm and complete other projects for Natural Dharma Fellowship.