



Universal Spirit Center's Global Heart Leadership Model

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"We are opening again to the evidence for a transcendent and divine presence behind our existence; a divinity that is operating daily in our lives ... Most important in this awakening is what I have called the First Insight: Our developing perception in our lives of meaningful coincidences, a phenomenon Swiss psychologist Carl Jung called "synchronicity." Such moments always seem to bring us new information, or a sudden opportunity, that, when we review it deeply, always seems to be beyond chance, as though the events were somehow destined to occur in our lives."

From James Redfield's website, www.CelestineVision.com

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FORWARD

From the first moment the idea of our spiritual community came forth, we have witnessed the power of synchronicity. Again and again, we experience the unfolding of the Divine in and as Universal Spirit Center. If things could be seen clearly, as through eyes of the Divine, this presence of synchronicity could be traced back, even before any of our births, leading us to the presence and activity of Universal Spirit.

We are tapped into The Power and Presence that is within each of us leading us to create that which surrounds and supports us as spiritual community. Through the very existence of Universal Spirit Center, we are bringing about the evolutionary flow founded in unconditional love, and expressing through the rhythm of synchronicity.

As we align with the Presence within and among us, we express the flow of all the qualities of God. This is the dynamic which the Wisdom Council of Universal Spirit Center seeks to embody as a way to provide for and lead the community into its fullest expression.

LOTUS MODEL



INTRODUCTION OF WISDOM COUNCIL CONCEPT

The very existence and activity of the Wisdom Council is to intuit the Divine Voice within each of us and the One Divine Voice within the community. Bringing this intuition into full expression is the work of the Wisdom Council.

The idea of a Wisdom Council reflects a new way of being in spiritual community. More specifically, the Council is a forum for representatives of community constituencies to dialogue, share concerns and opportunities, synthesize information, and to identify where Spirit is leading the community as a whole. It is the “heart beat,” or “pulse,” of the community.

It is a place of support, discussion, feedback and decision-making for the community. It is the focal point for Center vision and direction. The Council may, from time to time, initiate the creation of a focus work group to accomplish a specific purpose or task. The Council provides leadership in the areas of community expansion, priorities, and initiatives, with Universal Spirit Center’s articulated mission, vision and purpose statements as benchmarks for decision-making.

PURPOSE, MISSION, VISION (TBD)

HISTORY OF TRANSITION TEAM

FROM BOARD MODEL TO WISDOM COUNCIL MODEL

Midtown Church of Religious Science formed in 2001, at the time of transition for United Church of Religious Science from a Board of Trustees Leadership Model to a more inclusive participatory model based on the Global Heart Vision. As our church was formed we considered which type of leadership model to adopt, but whereas United Church was in transition, it was unable to offer any direction towards a new model of leadership. Therefore, we decided to use a Board of Trustees Model and continue to follow Spirit's direction and inspiration.

In February of 2004, during a Midtown Church Board of Trustees retreat where we were contemplating issues of communication and inclusivity within our community, Spirit led us to a different model of leadership, which paralleled the United Church model inspired by the Global Heart ideals. The vision was that of a core of dedicated members comprised of a cross-section of various aspects of our community. This design would allow us to tap into the wisdom and representation in leadership of the entire community. This new vision enabled us to include an openness to Spirit's lead, engage more individuals in leadership and provide a clear structure for decision making and communication within the broader community.

A loose idea of the model was that of a Wisdom Council which would consist of representatives from the ministerial staff, administrative staff, practitioners, Stewardship Core (formerly the Board of Trustees), youth, lay persons and lay leaders. An image of the lotus flower blossomed forth as a visual design for our new model; each petal representing one of the various groups of our community. The flower's center core represents the "Wisdom Council" which reflects the participation of members from each group by intersecting with each circle. The movement of opening and becoming is also a powerful dynamic captured by this image.

Following the retreat, The Board created a Transition Team to develop a proposal addressing the specifics, transition, implication and detailed description of the new model. The make up of the team reflected the possible design of the Wisdom Council, i.e. a minister, a practitioner, a lay leader, a layperson, a board member and a youth. A Practitioner from Agape facilitated our visioning, meetings and direction.

The Transition Team spent about a year and a half in visioning, prayer, research and discussion. Common experiences in our gatherings were feelings of inspiration and the awareness of Spirit's lead. Toward the end of our time together, it became clear to the team that it was time to move from discussion and theory into trial and practice. In 2006 the team proposed to the Board the creation of a dedicated group of members that would reflect the various groups in the new leadership model. The group (Wisdom Work Group) would become the "think tank" for the Senior Minister and accomplish certain tasks given to it by the Board. In addition, through their experience, the Wisdom Work Group would complete the proposal that the Transition Team began.

With the Board's approval, the Wisdom Work Group was formed through careful selection from the various representative groups and started its journey and work toward the end of 2006. Through several deep and challenging processes, visioning and open dialogue, and several of its own transitions of membership, it began to function as a committed group of leaders bringing a wide range of talents, wisdom and knowledge to the Wisdom Work Group. It produced this proposal for transition to the Wisdom Council.

The inspired Spirit-led proposal, which is to be presented to the Board, is the accumulation of the skill and dedication of so many individuals who felt the call of Spirit in their lives to give themselves so completely. What Universal Spirit Center is today and what we will be in the years to come is because of the generosity of these talented individuals.

ROLES AND RESPONSIBILITIES OF WISDOM COUNCIL

“The Universal Mind contains all knowledge. It is the potential ultimate of all things. To It, all things are possible. To us, as much is possible as we can conceive, according to law. Should all the wisdom of the universe be poured over us, we should yet receive only that which we are ready to understand. This is why some draw one type of knowledge and some another, and all from the same source—the Source of all knowledge.”

-Ernest Holmes

Born out of a vision of shared and more inclusive leadership and clear and open communication, the Wisdom Council arises to replace a traditional Board of Trustees leadership model. Hereafter are laid the foundation of the legal and foreseen roles and responsibilities of the Wisdom Council. As needs and situations arise, we recognize that these may alter or change over time.

The Wisdom Council is ultimately responsible to the membership of the Center. The emphasis of the Wisdom Council activities is on the goals, objectives, strategies, policies and communications between itself and the Center membership.

Legal Duties

- General: Subject to limitations of the Articles of Incorporation or the Bylaws, and all applicable laws as to action to be authorized or approved by the membership, all corporate powers shall be exercised by or under the authority of, and the business and affairs of the Center shall be the responsibility of the Wisdom Council.
- The Wisdom Council shall have the right to sell, convey, lease, transfer or otherwise dispose of any real or personal property of the Center, when it is deemed to be in the best interest of the Center, except that it may not convey the real property, land and /or buildings of the principal place of worship except with the approval of a majority vote of the members at a regular or special meeting.
- Corporate Officers: The officers for the legal relationships with the State, financial institutions and other entities will be as follows: *President* is the Wisdom Council Leader (selection process addressed elsewhere in this document), the *Vice-President* is the Senior Minister, the *Secretary* is the Scribe – who is chosen by the Wisdom Council at the first meeting after the Annual Meeting. The *Treasurer* is from the Stewardship Core and is elected by the membership at the annual meeting.

Guiding Duties

- Purpose, Mission, and Vision: Through the involvement of the members and congregants, the Wisdom Council is responsible for the formulation of the Purpose, Mission, and Vision Statements. These are the standards by which the Wisdom Council can measure issues brought before it.
- Planning: The Wisdom Council articulates the Strategic Initiatives of the Center to guide the direction of the Center’s activities. It is responsible for their fulfillment

and implementation, either directly or through directives to others such as Focus Work Groups, Teams or Cores.

- **Policies and Procedures:** The Wisdom Council is responsible for the policies on employment, personnel, community stance and By-laws. The Wisdom Council empowers each team/Core with the creation and implementation of day-to-day policies and procedures regarding its own specific area. Regular oversight of this process is performed by the Senior Minister with regards to ecclesiastical areas and the Administrative Director over the areas of business and day to day operations. All hiring needs authorization and approval from its next supervisory level. The Senior Minister will bring any of his/her hiring to the Wisdom Council. Any termination proceedings will be brought through the W.C.
- **Financial Development:** The Wisdom Council remains informed of the current financial status of the Center through its strong and direct ties with the Stewardship Core.
- **Communication:** Through the various representatives to the Wisdom Council, the needs and concerns of the community are brought forth and heard. It is then the duty of these representatives to return to his or her constituents to share the information and progress of the Wisdom Council, thereby assuring openness and ongoing communication.
- **Observation and Guidance:** The Wisdom Council is responsible for consistent and diligent observation and guidance of the Center.
- **Empowerment:** Wherever and whenever possible, the Wisdom Council empowers and authorizes the Cores and Teams to decide and determine their own unique places in the community. The Wisdom Council also encourages each Team or Core to create its own unique and empowering Purpose, Mission, and Vision, statements that are aligned with Universal Spirit Center's own statements.

Procedural Duties

- Meetings open with spiritual practice.
- **Agenda:** Wisdom Council members submit items for the agenda to the Wisdom Council Leader or the Senior Minister in advance of the meeting, unless something arises which was unforeseen. If items submitted are not placed on the agenda, a discussion regarding the appropriateness of the item may ensue for future consideration of the item, though discussion of the item itself may be tabled.
- **Open and Closed Meetings:** All meetings are open to the congregation and the public. At such times as confidential information may be discussed, it is at the discretion of the Senior Minister or the Wisdom Council Leader to call for a Closed Meeting, or portion thereof. Any member of the Wisdom Council may request a Closed Meeting from the Sr. Minister or Wisdom Council Leader.
- **Confidentiality:** At times, the Wisdom Council members may be privy to very personal and private information. The Wisdom Council is to hold this in strictest confidence and any breach of this can be cause for removal from the Wisdom Council.
- **Quorum:** A quorum is half of the members plus one, but not less than four. The Wisdom Council must have a quorum in order for a decision to be made.

- **Focus Work Groups:** The Wisdom Council may appoint committees or work groups, termed Focus Work Groups, as it may deem necessary in order to carry out the work and purpose of Universal Spirit Center. It may confer upon them such authority, powers and duties as it may deem appropriate – provided that the final responsibility and duty for the management of the affairs, assets, properties and employees of the Center may not be delegated and shall rest upon the Wisdom Council.
- **Removal:** If a Wisdom Council member is not fulfilling his or her duties, or is not respectfully representing his or her constituents and the Conflict Resolution has failed to remedy the situation, a Wisdom Council member may be removed from his or her position if all other members of the Wisdom Council are in consensus with the decision.
- **Resignation and Vacancies:** In the event of a member's resignation or an unexpected permanent vacancy occurs, the Wisdom Council will ask the constituent Core or Team to produce a qualified replacement through the normal election proceedings. The exception to this is the General Membership delegates, who may be appointed by the Wisdom Council to fulfill the term and duties until the subsequent Annual Meeting. This term is not counted as part of their own appointment, but as completing that of their predecessor.
- **Proxies:** No proxies are allowed.
- **Conflict of Interest:** The Wisdom Council will not hire or contract with any of its own members for any contract that requires financial reimbursement outside their employment duties, unless all other options have been explored and the member has presented the most beneficial plan to the Center.
- **Abstentions:** Wisdom Council members will abstain from any decision making processes which involve their personal or financial benefit.

Employment Duties

- The Wisdom Council retains and is responsible for the Letter of Call for the Senior Minister, and its annual renewal.
- The Wisdom Council retains and is responsible for the Letters of Call for Associate, Assistant and Staff Ministers, and their annual renewal. The Senior Minister directs their duties and is responsible for their supervision.
- The compensation for ministers and employees will be set through joint discussion and consensus with the Wisdom Council and the Stewardship Core.

GUIDING PRINCIPLES OF WISDOM COUNCIL

Universal Spirit Center manifests and expresses Divine Love through the experience and deepening of spiritual community. We honor and celebrate the Divinity of all beings and all paths through our commitment to unconditional love, spiritual practice, ministry, education, pastoral care, service and outreach.

SPIRITUAL PRACTICE

In order for us to be the highest expressions of the Divine, we use spiritual mind treatment and meditation for spiritual connection. We honor our own daily spiritual practices of spiritual mind treatment, meditation, visioning, service, learning, and tithing. These practices provide the foundation for how we create as a group, and how we express in the world.

INTEGRITY

We hold in high confidence all discussions and interactions that occur within the group. We are forthright and truthful with ourselves and the group about what we think and how we feel, and we honor our commitments to ourselves, and to each other. If we fall out of integrity with ourselves or each other, we address it as soon as possible and make any necessary corrections.

ACCOUNTABILITY

When we accept a task or action item, we accept responsibility to complete it to the best of our ability in a timely manner. If we are unable to fulfill a commitment, we acknowledge and accept responsibility and communicate that with those involved.

CLARITY

We have open, honest and complete communication. We communicate with each other in a loving and respectful manner. Information, ideas and insights flow openly and freely, enhancing creativity, fostering inclusion and supporting the clear, loving and efficient resolution of incomplete communication or conflict. We do not make assumptions about what others think, feel, know, do, understand, or with what they agree. We are cautious and clarify anything that could be misunderstood, misconstrued or mistaken.

CONGRUENCE

We joyfully express an all-pervading dedication to living out our values and principles and to advancing our Vision and Mission in every way possible and at all levels of our community. Simply put, the Wisdom Council members "walk the talk," in dedication to expressing a living embodiment of our Vision and Mission and of our teaching. We are demonstrating and actualizing our Vision and our full potential.

COMMITMENT TO THE GROUP

We honor and celebrate our commitment to ourselves, to this group, to this community and to the Divine, and hold in high regard that the work we do as spiritual community is of the highest importance.

LEADERS AS VISION FACILITATORS

The Wisdom Council is centered on the facilitation of the Purpose, Mission and Vision and the ever-unfolding pathway revealed through continued visioning practices. Rather than "Lone Rangers" advancing our personal opinions and preferences, we participate in discerning the pathway for the Divine unfoldment of our vision and facilitate progress along that pathway. The Wisdom Council continually cultivates new leaders within the community.

TEAMWORK

We work together, as described in the "Consensus Model" section, to achieve our community intentions and to develop an ever richer, more involved, more fulfilling community.

PUNCTUALITY

Meetings begin and end on time. We acknowledge that the time of each and every participant is equally valuable, and that absence, tardiness and missed deadlines are disrespectful to ourselves and to each other. We agree to be on time for meetings and other commitments; we arrive prepared and ready to engage with one another and to fulfill our commitments in a timely manner.

SAFETY

We maintain a loving environment where we are safe to express our authentic feelings without judgment. We allow passionate, spirited, high-energy debate in pursuit of the best solutions and answers, and we agree to fully unify behind a decision regardless of parochial interests.

CONSENSUS BASED DECISION MAKING

“Thought should tend more and more toward an affirmative attitude of mind that is positive, stable, and-above all else-toward a real unity with Spirit that is already complete and perfect.” – Ernest Holmes

Universal Spirit Center is a dynamic, expanding Global Heart Community, anchored in the spiritual tradition of Ernest Holmes and United Centers for Spiritual Living. Our Vision Statement affirms the belief that we are a community deeply committed to spiritual principles, vital and loving relationships, and new ways of being in the world.

The basis for all decision making is our shared commitment to love, vision, spiritual community, service, integrity and financial health. We make our decisions and guide the development of our community through the continued openness to the unfolding vision of Spirit and by a commitment to shared values, described in the preceding section.

Consensus is a decision making process based on the full and active participation of all Wisdom Council members present at the meeting. No individual assumes control or responsibility for the final decision. The Wisdom Council reaches consensus through a synthesis of the best of all individual perspectives, arriving at a decision- a “consensus-“ which all members can support and implement.

Consensus is not necessarily unanimous agreement. Members of the Wisdom Council may consent to a decision they disagree with, recognizing that all decisions/actions of the group support the larger vision we hold for the community.

The members of the Wisdom Council acknowledge that consensus gathers strength and builds from experiences, beliefs, and relationships from the whole group. Consensus is a way to tap into the collective wisdom of the group in order to craft the best possible decisions consistent with Spirit’s highest vision for this community.

Consensus builds relationships between people. It is a way of relating. The process of consensus based decision making may require longer periods of listening and talking in order to reach a decision. It takes a willingness to trust the relationships that exist in the group. The longer the group works together the more likely it is to get at true consensus building. By working together to clarify ideas and proposals, Wisdom Council members build trust and communication skills with each other, which is the model for the larger Universal Spirit Center community. The synergy of building collaborative agreements also builds a stronger sense of commitment to the group and to its mission.

In this process, individual boundaries and values may be tested and challenged. The key element of making consensus work is a commitment by each Wisdom Council member to honor the highest vision of the larger community. Once agreements are reached, they are backed by the commitment to the process, with Spirit as the foundation.

Consensus is the individual permission which Wisdom Council members give for the agreements to go forward.

The heart of consensus is group intent, humility, willingness to listen and work cooperatively, and the desire to share one's own perspectives without assuming that they are necessarily the best.

MEMBERSHIP AND ELECTION OF WISDOM COUNCIL

The Wisdom Council is comprised of a potential of ten members: the Senior Minister, one Practitioner, one from the Stewardship Core group, one from Administration, one from the Lay Leadership, two from Membership (with one person being 55+), one from the Visioning group, one from Youth and Family, and the W.C. Leader.

Members are elected on a rotational basis. Each Council member serves a two-year term and is elected by their constituents. There is a maximum number of two consecutive terms for a representative, with three exceptions as described below.

MINIMUM QUALIFICATION FOR MEMBERSHIP ON WISDOM COUNCIL

- Member of Universal Spirit Center for a minimum of one year, exceptions considered;
- Completion of Foundational Class and Spiritual Practices. If persons are not available for nomination that have completed these classes, special consideration may be given to those who are enrolled in or have committed to complete the classes upon their next offering;
- Visibly engaged in the community; agreement to financially support the Center (10% tithe); and participate in daily spiritual practices;
- In agreement with and willing to follow the “Guiding Principles” of the Wisdom Council and have read, understand and agree with this leadership model;
- Passionate about the presence and expansion of Universal Spirit Center.

ELECTION AND ROLES OF REPRESENTATIVES

Senior Minister

The Senior Minister is a permanent member of the Wisdom Council. To ensure shared leadership, he/she does not serve as Wisdom Council Leader. The Wisdom Council respects and understands that the Senior Minister is the ecclesiastical head for the community.

The Senior Minister has an equal vote regarding all decisions before the community. Just as other members of the Council have the right to withhold endorsement of moving forward in a certain direction, so too, does the Senior Minister. The Senior Minister’s role on the Council is to articulate and call attention to the dynamic of Spirit in the community as well as support the growth and consciousness of the Wisdom Council. For further information see the Senior Minister’s Role document.

Wisdom Council Leader

The Wisdom Council Leader is the person who guides the Wisdom Council’s meetings, and works with the Senior Minister in compiling the agenda for the business of the Council. He/she is elected by the Wisdom Council members and holds a neutral position

on the Council, not representing any Core or specific constituency. The Wisdom Council Leader is elected to a two-year term that is separate from their original term and may be extended for multiple terms.

This member may be elected from within or outside the Wisdom Council. If elected from outside the Council, he/she will work in the Wisdom Council as a non-voting member for at least six months before assuming this guiding role. If elected from within the council membership, the Wisdom Council Leader will normally have had to serve six months on the Council as a regular member before assuming this position. The Wisdom Council Leader's original constituents may then re-elect a representative to fill their now-open seat in the Council.

The Wisdom Council Leader assigns or assumes responsibility for the opening spiritual practice experience and the benediction. He/she maintains the flow of the meetings and assures tasks are accomplished. Although considered a neutral position, if at all possible the Wisdom Council Leader will bring attention to the perspectives of any absent representatives. The Wisdom Council Leader will be considered the "President" for any legal proceedings or for federal or State of California requirements of the non-profit organization.

The Wisdom Council Leader is expected to have mastery of communication skills and group dynamics. She/he is responsible for keeping the discussions focused and holding the Council to its processes and tasks, while engaging all members of the Council to express their ideas. She/he should be able to spotlight areas of agreement in order to enable and articulate discussions towards consensus, maintaining the Center's Purpose Mission and Vision.

Practitioner

The Practitioner Representative is a licensed Practitioner in good standing (defined as active, loyal and financially supportive) who has been part of the Universal Spirit Center Practitioner Core for a minimum of one year. This representative is elected by the Practitioner body in a method determined by the active Practitioners at the time of the election. The Practitioner Representative brings to the Wisdom Council his/her ecclesiastical perspective and related concerns of the Practitioner body.

Visioning

The Visioning Team meets regularly to allow the ongoing unfoldment of the vision of Universal Spirit Center. The Wisdom Council Representative is elected from the Team and is expected to be skilled in leading the visioning process. This representative articulates to the Council the "bigger picture" that is coming forth through the Visioning Team's activities.

Administration

The senior non-ministerial member of the administrative staff of Universal Spirit Center fills a permanent appointed position on the Wisdom Council. This representative brings to the Wisdom Council knowledge and representation of the day to day business and operations as needed; including but not limited to staffing, facilities, calendar and scheduling, policies, volunteer coordination, community and special events, publicity and fundraising.

Stewardship

The Stewardship Core elects the Stewardship Representative. This individual brings timely information on the overall financial status and health of Universal Spirit Center to the Wisdom Council. This person provides the Wisdom Council with quarterly financial updates created by the Stewardship Core. Additionally, the representative relays monetary information and requests for financial action/implementation to the Stewardship Core, thus providing a continuous flow of information between the two groups.

Lay Leader

The representative of the Lay Leaders is elected by the active Lay Leaders of the community. He/she brings to the Wisdom Council relevant information on, and gives voice to, the activities of the community that are supporting the Center's Vision, beyond the ecclesiastical ministries.

Membership

These two members of the Wisdom Council are representatives of the general membership, with at least one being over 55 years old. A high level of involvement in the community's life is expected of these representatives, for they bring forth the unique perspective of membership to the attention of the Council. They are elected by the membership at the Annual Meeting.

Youth and Family

The Youth and Family Representative presents and advocates viewpoints of the youth and families of the community and how to best serve this population. This representative is an active participant in the Youth Program and is elected by those involved with the Youth and Family Ministry.

CONFLICT RESOLUTION

Group Conflict

Part of being human is to experience conflict from time to time. Conflict need not be viewed as negative; we can welcome the experience as an opportunity to stretch our capacity to understand and connect. By choosing love in these moments, we allow for Spirit's guidance.

Whenever conflict or an impasse arises in the course of Wisdom Council proceedings, any member may request a "call to prayer" as a way to pause the Council's process and engage in group spiritual practice with the purpose of centering in Truth, deepening group clarity, and remaining openly engaged.

Interpersonal Conflict

The same opportunity to connect and grow applies to interpersonal misunderstandings. Whenever conflict arises, we agree to the following steps as a way to stay engaged and open to one another:

- To turn to prayer and to explore what false belief is being activated and, if necessary, to meet with a practitioner.
- If needed, to enter into face to face dialogue with the person to own our part of the conflict and to seek to understand the other person's position.
- If the conflict is still present and is blocking the connection between the people involved, meeting with a practitioner for understanding and prayer is necessary.
- If all of these steps are taken and conflict still exists, the issue is brought up to the Wisdom Council to decide which next steps are appropriate to ensure authentic and loving interaction within the group.

SCREENING PROCESS FOR POTENTIAL CANDIDATES OF THE WISDOM COUNCIL

In order to have an effective organization, the strengths and commitment of each individual need to be a match to the function he or she has in the organization. Jim Collins, in his book *Good to Great*, says that it is imperative that, in order for an organization to shift to greatness, everyone is in the “proper seat on the bus.” This screening process for potential candidates to the Wisdom Council is created with the idea that both the organization and the individual are best served when the individual’s strengths can be fully utilized.

With this in mind, the screening process is in four steps. It allows time for potential candidates and the Wisdom Council to discern the highest good for all concerned. As described below, there is a modified version for Practitioner and Stewardship Core candidates.

The first step is for the potential candidate to make certain he or she fulfills all the necessary requirements for membership on the Wisdom Council as described in this document. The candidate is to read the Wisdom Council’s “Universal Spirit Center’s Global Heart Leadership Model” document in its entirety.

The second step is for the individual to submit a letter of intent, along with a Spiritual Mind Treatment, to the Council’s Screening Committee. The purpose of the treatment is to know Divine Right Order and Wisdom through this process of discernment.

The third step is an interview with the Wisdom Council Screening Committee, consisting of the Wisdom Council Leader and interested Council members. The Wisdom Council Leader will then meet with the Senior Minister to determine the appropriateness of the individual for the Council, or alternative suggestions for places of service.

If there is a mutually agreed upon decision to move forward in the process, the individual then becomes a candidate for the Wisdom Council. The last step then would be an election within his or her constituency.

It is noted that this screening process applies to all Wisdom Council members with the exceptions of the Practitioner and Stewardship Core Representatives. These individuals have previously met Wisdom Council standards by virtue of membership to their respective Cores. Interested candidates are to meet with the Senior Minister and Wisdom Council Leader to discuss the nature of the position on the Council.

ROLE OF THE SENIOR MINISTER WITHIN THE COMMUNITY

The Senior Minister is called forth by Spirit to serve the community. In turn, the community recognizes the Senior Minister as the spiritual leader. The primary role of the Senior Minister is to teach, call forth and live a deepening expression of the principles of Science of Mind and Spirit. In addition, he/she has oversight of all aspects of the community.

The Senior Minister nurtures, articulates, deepens and expands the vision and purpose of Universal Spirit Center. He/she is connected with all aspects of the community in such a way as to catch and incorporate the various ways the community's vision is unfolding. From this place of surrender and connection, a coming together of all aspects of the Vision and Purpose occur. It is imperative there is an alignment with and resonance between the Senior Minister's vision and that of the community.

ROLES AND RESPONSIBILITIES OF THE STEWARDSHIP CORE

Universal Spirit Center is committed to experiencing a healthy and dynamic relationship with money. Money is energy and, as we interact with money in gratitude and love, it flows freely to us assisting us in achieving the work that is ours to do.

The purpose of the Stewardship Core is to ensure that we use spiritual principles in all of our experiences with money. The role of the Core is to oversee the financial well-being of the community, as well as participate in Spiritual Mind Treatment and Visioning to ensure that the community remains an open channel for the flow of money. The Core practices gratitude, not only for what we receive, but also for what is ours to give out.

The Core identifies both healthy and unhealthy patterns in the flow of money. In the event an unhealthy pattern is identified, spiritual practice and healthy behaviors provide the change necessary to restore financial balance. Strategies are developed to increase the financial flow as necessary.

In addition to engaging in spiritual practices, the Core is continually aware of our past, present, and future financial circumstances. The Stewardship Core commits to spending only when it is in alignment with the Vision of the community and has the resources for the expenditure.

The Stewardship Core works closely with the Wisdom Council in determining when expenses, other than what is approved in the budget, are appropriate. The Core submits a quarterly report to the Council on the financial status of the community, noting any patterns or variances from the budget. The Stewardship Core is also responsible for creating the community's annual budget, in unison with other community spiritual leaders.

CORE FUNCTIONS

With a minimum membership of four people, the Stewardship Core is the fiduciary agent for Universal Spirit Center. As such, it has the responsibility for the following:

- Maintenance of adequate financial records, i.e., correct accounts of the properties and business transactions of the Center including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital and surplus;
- Preparation and distribution of annual budget and monthly financial statements of the Center;
- Deposit of all monies and other valuables in the name of, and to the credit of, Universal Spirit Center;
- Disbursement of funds in alignment with the budget;
- Maintenance of documentation of all expenditures of Center funds; all checks, drafts or other order for payment shall be co-signed by two (2) authorized signatures;
- Educates the community on the flow of money through periodic reporting;

- In the event of a vacancy in the Treasurer position, a Treasurer will be selected to complete the term through the mutual agreement of the Stewardship Core and Wisdom Council.

CORE MANIFESTATION

The Stewardship Core serves as the Lead Manifestors of the financial resources of the Center. In this role, the Stewardship Core:

- Through spiritual practices and the most current financial strategies, is responsible for the financial base of the Center, including sound investment practices.
- Provides oversight of the pledge program.
- May engage the larger community in building the consciousness of abundance through program offerings.
- Serve as individual models of prosperity through manifestation in their own lives, the practice of tithing, and other giving to the Center.

QUALIFICATION FOR MEMBERSHIP

- General qualifications for Wisdom Council membership, and election by the general membership;
- Demonstrated ability to manage and manifest money in his/her personal and professional lives;
- Treasurer required to have accounting, CPA or banking background. This individual serves on the Stewardship Core but is not necessarily the Representative of the Core on the Wisdom Council.
- All members of the Stewardship Core are elected by the membership at the annual meeting.

RELATIONSHIP OF WISDOM COUNCIL TO STEWARDSHIP CORE (TBD)

STRATEGIC INITIATIVES (TBD)

PROGRAM EVALUATION FRAMEWORK

“A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time... performance must be assessed relative to mission... the critical question is not ‘How much money do we make per dollar of invested capital?’ but ‘How effectively do we deliver on our mission and make a distinctive impact relative to our resources?’”

– Jim Collins, “Good to Great and the Social Sectors”

Purpose: The Wisdom Council of Universal Spirit Center is committed to a process of continuous evaluation of its role in the community. This process is carried out through a periodic review of performance benchmarks, both at the Council and community levels. Benchmarks are measurable indicators of performance directly related to the Purpose Mission and Vision of Universal Spirit Center.

Elements of the Evaluation Process

A. Wisdom Council role

The Council annually establishes benchmarks for its own performance. Council members, representing community constituencies, are in a uniquely strong position to assess the progress of the Council as well as its impact on their area of focus and the larger community.

B. Core/team role

- 1) Each core/team is charged with developing its own performance benchmarks specific to its area of focus. These are reported to the Wisdom Council which may, from time to time, call for an assessment of progress from any core/team.
- 2) Each core/team is responsible for developing a timetable and method for assessment of its performance, relative to its self identified benchmarks.
- 3) A schedule of reporting progress on benchmarks will be established by the Wisdom Council.

C. Community role

Consistent with the belief in a high degree of community engagement, the Wisdom Council is responsible for establishing a Focus Workgroup of community members with expertise in program evaluation. This Focus Workgroup will be charged to design and implement an evaluation process of the leadership model and its performance, with engagement and direct input of community members.