

APPENDIX A

Columbus Center for Spiritual Living

Organizational Design Model



INTRODUCTION

The Center for Spiritual Living Organizational Design Model is a living, breathing design, open to further interpretation and refinement based upon both the unfolding vision of our Center, and consensus-building discussions within the leadership and community as a whole.

GLOBAL HEART VISION AND MISSION

As a member of United Church of Religious Science, dba and hereafter referred to as United Centers for Spiritual Living, and therefore a “point of inspiration and influence,” the Columbus Center for Spiritual Living deeply embraces the Global Heart Vision and Mission. The Global Heart Vision inspires and infuses Columbus CSL’s Organizational Design Model and sets the stage for the development of our Purpose and Mission. United Centers’ Mission articulates our role in service to the manifestation and demonstration of this high vision.

GLOBAL HEART VISION

1. We envision the emergence of the Global Heart to balance and guide the further evolution of humanity.
2. We see a world free of homelessness, violence, war, hunger, separation and disenfranchisement.
3. We see a world in which there is generous and continuous sharing of heart and resources. We envision a world in which forgiveness, whether for errors, injustices, or debts, is the norm.
4. We see a world in which borders are irrelevant.
5. We see a world which has renewed its emphasis on beauty, nature and love through a resurgence of creativity, art, and aesthetics.
6. We see a world in which fellowship prospers and connects through the guidance of spiritual wisdom and experience.
7. We envision a world in which we live and grow as One Human Family.
8. We envision United Centers for Spiritual Living as a bridge across the illness and illusion of separation thereby dynamically empowering the vision of Global Heart.
9. We envision United Centers for Spiritual Living as united and actuated by this compelling vision of a healthy world (a world experiencing Global Heart) and is ardently committed to bringing this vision forth through its ministries and transformative teaching.
10. We see United Centers for Spiritual Living as a global community of people pervasively caring for and about each other and the entire human family, thereby bringing the gift of

active compassion to the world. Our local churches and communities become "points of inspiration and influence" effectively advancing the vision of Global Heart.

OUR MISSION: "AWAKENING THROUGH SPIRITUAL COMMUNITY"

United Centers for Spiritual Living experiences and manifests the truth of Oneness through the demonstration and development of Spiritual Community. We experience being one community with many locations.

The "glue" for our Spiritual Community is our shared commitment to spirituality, love, vision, community service, education, integrity, financial health, caring, and compassion. We make our decisions and guide our growth by continuous sensitivity to the unfolding vision of God for our community and by devotion to our shared values and guiding principles.

We convey a way of life based on spiritual practices that builds spiritual community globally. Every center, church or aspect of our Spiritual Community serves as a point of inspiration and dynamic influence for the vision of Global Heart, and we further express our vision through compassionate service to our members and to the world.

Our vital and growing Spiritual Community fuels an expanded awareness of our transformative teaching throughout the world. As we communicate "New Thought - Ancient Wisdom" through the teachings of Science of Mind and Spirit, we further the experience of a "universal spirituality" bridging all peoples, cultures, nations and faiths.

The richness of our expression of Spiritual Community cultivates leaders, not just followers. We bring forth an enlightened citizenry and generate an abundant flow of spiritual leaders in service to the transformation of our world.

GUIDING PRINCIPLES

To support Columbus Center for Spiritual Living's continuing unfoldment through vision, we adopt United Center for Spiritual Living's Guiding Principles during the developmental phase of our own:

SPIRITUAL MIND TREATMENT AND VISIONING

To anchor our expression of spirituality, we value an emphasis upon spiritual mind treatment and meditation for spiritual connection, along with the practices of visioning and co-creation for spiritual insight to reveal our pathway.

LEADERS AS VISION FACILITATORS

Leadership at all levels is centered on the facilitation of the Vision and the ever-unfolding pathway revealed through continued visioning practices. Rather than "Lone Rangers" advancing their personal opinions and preferences, our leaders participate in discerning the pathway for the unfoldment of our vision and facilitate progress along that pathway. Furthermore, our leadership involves as many as possible in service to the vision and continually cultivates more leaders.

CONGRUENCE

Columbus Center for Spiritual Living embraces 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, our community and its members "walk our talk," in dedication to expressing a living embodiment of our Vision/Mission and of our teaching. We are demonstrating and actualizing our Vision and our possibilities.

ACCOUNTABILITY

By means of rigorous dedication to our values and guiding principles, we manifest a natural accountability for our commitments, actions, and community participation. We are thoroughly principled and constructive.

TEAMWORK

At all levels, we work together to achieve our goals and to develop an ever richer, more involved and impactful Community.

OPEN COMMUNICATION

Information and insights flow openly and dynamically in this new Community, enhancing creativity, engendering a sense of inclusion, and nurturing the efficient resolution of misunderstandings or conflict.

SHARED VALUES OF UNITED CENTERS FOR SPIRITUAL LIVING:

Spirituality	Safety	Prosperity
Financial Health	Diversity and Inclusivity	Community Service
Integrity	Vision	Compassion
Love	Growth	Education
Caring		

SHARED VALUES OF COLUMBUS CENTER FOR SPIRITUAL LIVING:

As articulated by the Community in retreat in September of 2008:

Love	Service	Community	Truth
Spiritual Practice	Transformation	Empowerment	

As the vision for Columbus Center for Spiritual Living continues to be revealed, the mission, vision and purpose for our Spiritual Community will be incorporated into this document.

IMPLEMENTATION STRUCTURE

The Organizational Design Model calls for a uniquely organic and fluid implementation structure. Rather than a rigid hierarchical organizational structure, this model is based on spheres of influence and communication, and the use of Cores of the gifted and talented.



The implementation structure includes:

Leadership of the Community

Leadership for the Center for Spiritual Living is provided through the Community Spiritual Leader, the C.O.R.E. Council, the Stewardship Core, the Vision Core and the Nominating Core.

Community Spiritual Leader (CSL)

This position is held by the Senior Minister who is the primary vision caster and vision keeper for the Center for Spiritual Living by articulating and furthering Center for Spiritual Living's Purpose and Mission. Working in conjunction with the leadership and implementation structure, the CSL brings spiritual wisdom, charisma, purpose and light to the community. While having a general area of implementation within the Center for Spiritual Living, the CSL functions as a spokesperson in the greater community and the world, and provides visibility and presence at major community events. The CSL promotes the formation of strategic alliances and community projects with organizations aligned with the Center's Purpose, Mission and the Vision.

Community Spiritual Leader's Responsibilities:

1. Spiritual leadership
2. Preaching and teaching
3. Pastoral Care
4. Services, Sunday and special services
5. Ministry of Prayer and Practitioners
6. Education, youth and adult
7. Administration – day-to-day, and supervision
8. Public relations

ELECTED AND APPOINTED CORES:

C.O.R.E. Council

Purpose: The C.O.R.E. Council serves a function similar, but not identical to, a corporate Board of Trustees. Its responsibilities include, but are not limited to:

- Receive input from all Cores and areas of the Center and synthesize it into a clear direction and operational plan;
- Prioritize, coordinate, and apply resources;
- Monitor overall health and unfoldment of the Center;
- Serve as communication hub;
- Act as final decision-making body for Columbus Center for Spiritual Living.

General C.O.R.E. Council Responsibilities:

1. Financial stewardship
2. Planning and implementation
3. Organizational structure
4. Public relations
5. Policy and procedures
6. Representation of congregants

Composition: Up to nine (9) members – 6 elected, 2 ex officio, and 1 by appointment

- 1 Community Spiritual Leader (ex officio)
- 1 Business Administrator (ex officio)
- 1 Vision Core Chair or Representative (elected to Vision Core; appointed by Community Spiritual Leader to C.O.R.E. Council)
- 6 Lay Persons and Practitioners (elected)

Election: By community members at the Annual Meeting from a slate prepared by the Nominating Core.

Terms of Service: Elected and appointed positions will have a three-year term of service. For elected positions, one consecutive re-election is possible. Initial term limits are defined in Article 18 of the bylaws.

Chair and Vice Chair: The Chair and Vice Chair are elected by the C.O.R.E. Council from within its elected membership for a term of one year, with two successive re-elections possible. To serve as Chair, the candidate may not have a close relative concurrently serving as either Vision or Nominating Core Chair.

Qualifications

- Center for Spiritual Living Charter Membership or Membership for a minimum of three months at the time of election;
- Successful completion of the Foundations accredited class at the time of election;
- Tithes or significant financial contributor, by identifiable means, for a minimum of three months
- Informed of and willing to accept the responsibilities of membership on the C.O.R.E. Council
- Will not seek to profit in personal business through service on the C.O.R.E. Council
- No spouse or significant other currently serving on the C.O.R.E. Council

Additional Qualities and Skill Sets

- Spiritual maturity
- Passion and dedication to the Center
- Strong communication skills
- Gifts and talents essential to the guidance of the Center
- Business and organizational acumen, as evidenced by successful business, personal and financial management
- The following leadership skills:
 1. Visionary with strong ideas
 2. Follow-through
 3. Willingness to learn and experience non-traditional leadership styles and organizational models. In short, a willingness to do business differently.

Vision Core

Purpose: The Vision Core convenes regularly to conduct visioning sessions, creating a field of consciousness which is sensitive to the impress and guidance of Spirit. The results of these

visioning sessions are communicated to the C.O.R.E. Council, and become the basis for the unified direction and evolving pathway of the Center.

Composition: Up to 8 members

- 1 CSL, Assistant Minister or Staff Minister – (jointly appointed by Nominating Core Chair, CSL, and C.O.R.E. Council Chair)
- 5 Up to 5 Lay members and Practitioners – elected
- 1 Communications Director – ex officio
- 1 Youth (age 13- 18) – Elected by the youth members of the Teen Group from within their membership, and approved by the Teen Advisors, for a period of one year, with successive designations possible. The youth member need not meet all qualifications that apply to adult members. This position is designated by the CSL youth members for a one-year term with support and guidance by the Teen Advisors.

Election: By community members at the Annual Meeting from a slate prepared by the Nominating Core.

Terms of Service: Elected positions will have a three-year term of service, with one consecutive re-election possible. Initial term limits are defined in Article 18 of the bylaws.

Vision Core Chair (CORE Council Liaison): The Vision Core Chair shall be appointed by the Community Spiritual Leader for a term of one year, and shall serve as the liaison to the C.O.R.E. Council. If the Vision Core Chair cannot or chooses not to serve on the C.O.R.E. Council, the Community Spiritual Leader will appoint another qualified member of the Vision Core to serve as Liaison. To serve as Chair or Liaison, candidate must not have a spouse or significant other concurrently serving as either C.O.R.E. Council Chair or Nominating Core Chair.

Qualifications

- Columbus Center for Spiritual Living Charter Membership or Membership for a minimum of three months at the time of election;
- Successful completion of the Foundations accredited class at the time of election;
- Financial contributor, by identifiable means, for a minimum of three months;
- Informed of and willing to accept the responsibilities of membership on the Vision Core;
- Not seeking to profit from personal business through service on the Vision Core; and
- No spouse or significant other currently serving on the Vision Core.

Additional Qualities and Skill Sets

- Spiritual maturity
- Passion and dedication to the Center
- Strong communication skills
- Sensitive to the impress of Spirit
- Recognition of visioning and the Vision Core as a central influence in the life and direction of the Center
- Some skill at visioning, or willingness to learn
- Ability to harvest ideas from the visioning process and organize them
- The following leadership skills:

1. Visionary with strong ideas
2. Follow-through
3. Willingness to learn and experience non-traditional leadership styles and organizational models. In short, a willingness to do business differently.

Nominating Core

Purpose: To seek out and cultivate the most highly qualified nominees to fill each elected position within the organizational model of the Center; to interview and assess the qualifications of nominees; and to determine and present an annual slate for each elected Core.

Composition: Up to 7 members

- 1 Community Spiritual Leader or her/his representative (jointly appointed by Nominating Core Chair, Community Spiritual Leader, and C.O.R.E. Council Chair)
- 4 Up to 4 Lay Members and Practitioners (elected)
- 1 Former C.O.R.E. Council Member (jointly appointed by Nominating Core Chair, CSL, and C.O.R.E. Council Chair)
- 1 Sacred Service Ministry Representative (appointed by Sacred Service Ministry Team)

Election: By community members at the Annual Meeting from a slate prepared by the Nominating Core.

Terms of Service: Elected and appointed positions will have a three-year term of service, with one consecutive re-election or reappointment possible. Initial term limits are defined in Article 18 of the bylaws.

Nominating Core Chair: The Nominating Core will elect its own chair from within its membership for a term of one year and does not sit on the C.O.R.E. Council. To serve as Chair, candidate must not have a close relative concurrently serving as either C.O.R.E. Council Chair or Vision Core Chair.

Qualifications

- Columbus Center for Spiritual Living Membership for a minimum of three months at the time of election;
- Successful completion of the Foundations accredited class at the time of election, or agreement to attend at the first available opportunity;
- Financial contributor, by identifiable means, for a minimum of three months;
- Informed of and willing to accept the responsibilities of membership on the Nominating Core;
- Not seeking to profit in personal business through service on the Nominating Core;
- No spouse or significant other currently serving on Nominating Core;

Additional Qualities and Skill Sets:

- Spiritual maturity
- Passion and dedication to the Center
- Strong communication skills
- Business and organizational acumen, as evidenced by successful business, personal and financial management

- Networker and/or people-person who enjoys reaching out to others
- Ability to practice discernment and confidentiality
- Ability to work by consensus
- The following leadership skills:
 1. Visionary with strong ideas
 2. Follow-through
 3. Willingness to learn and experience non-traditional leadership styles and organizational models. In short, a willingness to do business differently.

VOLUNTEER CORES

Stewardship Core

Function: We envision a community that is abundant and dedicated to financial integrity. The Stewardship Core provides the resource information which becomes the basis of the C.O.R.E. Council's prioritization and allocation functions. The Stewardship Core is charged with fiscal oversight and financial cultivation. It is responsible for the development of budgets (both current and future). This Core would also be charged with raising additional funds to support the evolving pathway of the community. The Corporate Treasurer may be an elected C.O.R.E. Council member, or may be appointed from the membership of the Stewardship Core by the Nominating Core Chair, Community Spiritual Leader, and the Stewardship Core Coordinator, and serves a one-year term, eligible for reappointment.

Composition: The Stewardship Core is a volunteer team created by the Stewardship Core Coordinator, who functions as its Chair Person. The Stewardship Core Coordinator is chosen from the members of the C.O.R.E. Council.

Ecclesiastical Core

Function: The Ecclesiastical Core provides the resources to meet the spiritual needs of the community, including, but not limited to:

- Practitioner Core
- Youth Ministries
- Compassionate Care Ministry
- Adult Education
- Prayer Ministry
- Sacred Service Ministry
- Outreach Ministries

Composition: The Ecclesiastical Core is a team comprised of volunteers, staff and licensed Practitioners and is created by the Community Spiritual Leader, who functions as Ecclesiastical Core Coordinator and Chair Person.

Operations Core

Function: The Operations Core provides the resources for the delivery of the Sunday Celebration Services and other Community events, including but not limited to:

- Facility (current and future)
- Service Direction

- Ushers / Greeters
- Hospitality and Social Functions
- Marketing and Advertising
- Internal Communications

Composition: The Operations Core is a volunteer team created by the Operations Core Coordinator, who functions as its Chair Person, in conjunction with the Sacred Service Ministry. The Operations Core Coordinator is chosen from C.O.R.E. Council members.

MEMBERSHIP

Membership (adult): The Center’s Community is diverse and welcoming, fostering an environment of inclusion and connectedness. With membership comes the honor of shaping the direction and future of Columbus Center for Spiritual Living, through voting privileges and eligibility to serve on one of the leadership Cores. Community Membership at the Center for Spiritual Living shall be considered active following the application through the Membership Covenant, and successful completion of the new membership class series as designated by the Community Spiritual Leader, or the Foundations of SOM class.

Charter Membership: Charter Members are those members who submitted and honored Membership Covenants during the first year of operation of Columbus Center for Spiritual Living, prior to the approval of the Bylaws and Church Charter by United Centers for Spiritual Living. Charter Members are accorded full eligibility to serve in above described elected positions. Members shall retain the designation Charter Member in conjunction with Membership as renewed according to the Membership Covenant. The content of the Membership Covenant is the decision of the C.O.R.E. Council.

Youth Membership: Upon institution of a Teens Program, youths between the ages of thirteen and eighteen may be youth members. A teen is eligible for youth membership when s/he has been active in the Teen Group for six months, with an attendance rate of approximately 80 percent. Although a youth member does not possess voting rights, participation in the greater community is anticipated, and the youth members may elect one of their own to serve on the Vision Core (see Vision Core section). In addition, a Youth Delegate to the Annual Gathering of the United Centers for Spiritual Living may be elected by the teens.

Junior Membership: Any child under the age of thirteen whose parent/s are CSL members may be a junior member. This designation is automatically granted at the parent’s request. When a junior member reaches the age of thirteen, s/he may choose to become a Youth Member, provided the appropriate programs are in place.

ANNUAL MEETING

Purpose: The Center for Spiritual Living holds annual meetings at which the business of the community is conducted, including the election of leadership, voting on bylaw and non-bylaw resolutions, and other such legal/corporate business by registered members. However, the emphasis for these gatherings is on the work of the community, not just its business. This includes

inspiration around service; education in leadership and organizational development; recruitment of the gifted and talented; deepening collectively in our Guiding Principles; and growing our skills and commitment to the purpose and Mission of the Center for Spiritual Living.

This is a primary opportunity for the leadership of the Center for Spiritual Living to share the vision and priorities, financial health, budget, and program plans to the community in order to elicit commitment, support and involvement. The structure and program of these meetings will be jointly created and presented by the Community Spiritual Leader, C.O.R.E. Council Chair and an Annual Meeting Committee.