

**SUBJECT: Local Spiritual Community Organizational Model**  
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## **SPIRITUAL COMMUNITY ORGANIZATIONAL MODEL**

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**ORGANIZATIONAL DESIGN MODEL**

**INTRODUCTION**

**UCRS Organizational Renewal Project**

Since its conception in 1954 when a majority of churches left Religious Science International, the United Church of Religious Science has gone through continuous organizational modifications, marked by corporate restructuring every decade. It has been leaderless since the death of Ernest Holmes in 1960. Despite dedicated and heroic efforts by many individuals, UCRS has squandered its assets, and struggled to survive with diminishing support from its member churches.

As the close of the last decade approached, and another effort at restructuring seemed unavoidable, a task force of a few corporate officers was formed to achieve this. Their initial effort provided the opportunity for a larger committee to be appointed. This Organizational Renewal Project committee has engaged the UCRS members in organizational self-analysis and a consensus of our shared values so that we may be a "values guided" organization.

**UCRS Organizational Design Proposal**

At the request of the Organizational Renewal Project committee, a subcommittee was charged with the task of creating a design that would be renewing and innovative, vision and values oriented, and effective for a 21<sup>st</sup> century spiritual movement. In both philosophy and functioning, their design represents a substantial departure from the model embraced by UCRS for the past four decades. Spiritual Mind Treatment and responsiveness to the all-guiding Source are central to the new design. Vision, values, guiding, principles, Spiritual Community, shared prosperity, mentoring and unified support replaces an emphasis upon governance, hierarchy, politics, scarcity, and "we / they" separation.

The Organizational Design subcommittee was composed of four clergy whose ministries distinguish them as successful within our movement. Their design has been embraced by the Organization Renewal Project committee and with minor revisions, approved by the UCRS trustees.

**Macrocosm / Microcosm of UCRS**

Our "member church" has been conceived in the same consciousness, follows the same bylaws and has experienced the same organizational struggle for survival as UCRS. Likewise, our work locally on values and vision has followed the lead of UCRS and the ORP committee. The Organizational Design Model for UCRS reflects the experience of ministers and churches that are not struggling, but thriving and growing. This is a model that can be adapted and adopted locally.

# PREAMBLE

## THE CHURCH OF GOD

"The Church of God is not built with hands, it is eternal in the heavens; it is not lighted with candles; its dome is heaven and it is lighted by the stars of God's illumined thought, and each member in his separate star 'shall draw the thing as he sees it, for the God of things as they are'. Here all people recognize the God within their own souls and ask for and see no other God. When you can look upon all creation as the perfect work of a perfect God, you will become a member of this church. I doubt very much if the church universal admits members from the church individual. When you can see in the saint and the sinner one and the same person, when you can realize that the one who kneels before the altar and the one who lies drunk in the street is the same one, when you can love the one as much as you do the other, no doubt you will be able to qualify. As it now is we have too many preachers who do not understand, that have no purpose; too many prayers, too many creeds, too many teachers, that have no message; too many churches, too many 'learned' people, and too few *thinkers*. 'The Kingdom of Heaven cometh not by observation'. It is the 'still, small voice' within the soul that speaks. The expanded thought will never wish to join or be joined to. Nothing human can contain it. It feels the limitation of form and ceremony and longs for the freedom of the Spirit, the great out of doors, the Great God of the everywhere. Alone in the desert, the forest or by the restless ocean, looking up at the stars, man breathes forth these words, 'With only my maker and me'".

From Creative Mind, by Ernest S. Holmes

"A Religious Science Church is a state of consciousness; and a Religious Scientist is someone who knows, who has an awareness, arrived at perhaps by intuition, because they have listened until someone spoke. A Religious Scientist is humble before the greatness of things, but is not afraid of the greatness of things. For our future is a matter of one person who has come to know what God is ... then two ... then three ... then a hundred, wherever our Church may appear!"

E.S. Holmes

# VALUES

## CORE VALUES OF UCRS

The Culture Assessment of the UCRS prepared by Richard Barrett and Associates concluded that: "The most important value is **Spirituality**. The most important directional value is **Vision**. The most important foundational value is **Financial Health**. The most important value areas of interaction are **Education** and **Community Service**. The most important business values are **Accountability, Teamwork** and **Open Communication**. The most important community values are **Love, Integrity, Caring** and **Compassion**. Spirituality is at the core of everything UCRS does. It is its core business". Open Communication and Accountability were #12 and #13 on the shared values list. Teamwork is not a shared value in UCRS, but is an avoided value and perhaps a desired and potential value.

## CORE VALUES OF "LOCAL SPIRITUAL COMMUNITY"

I suggest that we include the Core Values of UCRS with our own. This will be necessary if we are to participate in the renewed UCRS. Also, these values are the macrocosm in which we function as a microcosm. I believe they are values at the core of our opportunity to be vital and growing.

## UCRS TOP 10 VALUES

Through an online and printed survey process, we have found that our ten most often chosen values for our Ideal Organization are:

**Spirituality**

**Love**

**Vision**

**Community Service**

**Education**

**Integrity**

**Financial Health**

**Abundance**

**Caring**

**Compassion**

## TOP 5 SHARED VALUES

Throughout Religious Science there have been a few efforts at identifying our shared values. Not all of these attempts were as well designed as they could be, but the results highlight our agreement.

The shared values of the "LOCAL SPIRITUAL COMMUNITY" survey are ???

The shared values of the United Clergy of Religious Science and the members of the Organizational Renewal Project committee were identified in separate processes, but are the same: **Love, Communication, Vision, Wisdom, Spirituality**.

The shared personal values identified by individuals throughout UCRS are **Spirituality, Love, Integrity, Caring, and Compassion.**

From my knowledge of and experience of each group who have provided values information I would infer that: **Spirituality and Love are the shared values within Religious Science.** I believe that these values are present and practiced. The other three values are held by each group as desirable, potential, or avoided in our experience of the Religious Science movement.

## **10 GUIDING CONCEPTS**

While it is not possible to synthesize various lists of words that refer to what a variety of people consider valuable in unique settings we can perhaps take some guidance from this in envisioning the sacred circle in which we come together.

### **SPIRITUALITY**

"We need spiritual experience. We shall never know peace until we embody it, we shall never know Truth until we become Truth, and we cannot know God unless we sense Him within our own being. The spirit is ever giving, but we must take. What life does for us must be done through us.

Spiritual experience is deep, calm and self-assertive; it is the result of actually realizing that Presence which binds all together in one complete Whole. This experience comes in the stillness of the Soul, when the outer voice is quiet, when the tempest of human strife is abated; it is a quickening of the inner man to an eternal reality.

Spiritual experience is a fact. Spirituality may be defined as an atmosphere of good, the realization of God. It cannot - and does not - borrow its light from another, no matter how great or noble that other may be. It springs from within, coming from that never-failing fountain of life, which quenches every thirst, whose Source is in eternity; the wellspring of self-existence. It is a revelation of the self to the self, putting one back on the track of his own self-dependence on Spirit, his own at-one-ment with Reality".

SM, 445-446

### **LOVE**

The experience of Love is the recognition of Perfection. You know the truth of your Self, and you perceive it within another for it is universal, not individual. This awareness of the oneness of life heals all sense of separation and reveals the inner divinity. Ernest Holmes wrote: "Love is a complete unity with life, and we cannot enter this state unless we are in unity with all that lives, for all life is One. To love God alone is not enough, for this would exclude our fellowman. To love our fellowman alone is not sufficient, for this would be too limited a concept of God. When we realize that God and man are One and not two, we shall love both. We shall love man as an expression of God, and God as the Life Principle in all. From this teaching, we are not to suppose that we are to love that in each other which does not savor of right, we are to love the right alone. We are to look for God in each other and love this God, forgetting all else. But would this compel us to accept from people that which is not good? Of course not! It is not necessary for one to make a doormat of himself in proving that God is love, for this would be like suffering for righteousness' sake, which is always a mistake". SM, 459

## **CREATIVE VISIONING**

Visioning, Spiritual Mind Treatment, Meditation, Affirmation, these are our Spiritual Practices that provide insight, reveal our pathway and align our consciousness with the intelligent, creative force of Spirit. Vision Teams shall operate at the center of our community and within each activity, group, program and ministry.

Ernest Holmes wrote in the Science of Mind, pg. 418,4: "Ignorance stays with us until the day of enlightenment, until our vision toward the Spirit broadens and casts out the image of a no longer useful littleness. What we now experience we may cease experiencing if we have the will and the imagination to set our vision in an opposite direction and hold it there". "We must relight the torch of our imagination by 'fire caught from heaven'. We must remain faithful to this vision for a realization of the Presence of God is the secret power of our work". SM 218,3

## **COMMUNITY**

The gathering of like-minded people by, for and through the communication of the Science of Mind teachings establishes our spiritual community. Information and insights flow openly and dynamically in our Community, enhancing creativity, engendering a sense of inclusion, and nurturing the efficient resolution of misunderstandings or conflict. In our Community, diversity is appreciated and inclusivity is practiced. We pull together, as a team, to achieve our vision and to develop an enriching, supportive and uplifting community. Our community leadership must be centered on the facilitation of the Vision and ever-unfolding pathway revealed through continued visioning practices. Furthermore, our leadership involves as many as possible in service to the vision and continually cultivates more leaders.

## **EDUCATION**

A Religious Science church is a teaching church, not a preaching church, for we know that there is nothing to be saved from but ignorance. Ignorance is the only sin, and the knowledge of truth the only thing that will set us free.

"We find, then as we study our own being we begin to deduce what the nature of God, or the Universal Being, is. There is no way we can know God except by studying man. Someone may say, 'God reveals Himself'; yes, we think God reveals Himself to us, but only by revealing Himself through us. We know about God only as we judge what God must be, by studying the nature of those things which we can somewhat analyze, plus that intuitive feeling we have of eternal verities. If we study the true nature of man, then we shall have delved into the real nature of God, or First Cause, from which man springs". SM 79-80

To learn how to think is to learn how to live. We envision ourselves as a "learning organization", continually cultivating a flow of realizations that inspire continual enhancements and evolution.

## **WEALTH**

The abundant well being of working with the principles of God's Law is demonstrated in our life. "When we learn to trust the Universe, we shall be happy, prosperous and well". Through the richness of our teaching and its application, we value the experience and expression of prosperity as a means to provide resources to empower

our vision. We teach "sowing and reaping". The concept of "seed money" becomes a joyous and dedicated spiritual practice for our community. Growth is to be expected, embraced and accepted as a quality of our Life. We come to accept the fruits of our labor of love.

### **HEALTH**

Those seeking healing will find in our teaching and our community a consciousness that supports the wholeness of spirit, soul and body. We recognize the inseparable nature of mind and body, realizing that what thought can do, it can undo. We do not believe that illness and disease are moral issues. We have no objection to any form of healing, for everything that helps to overcome suffering is good, whether a pill or a prayer. Through our spiritual practice we seek to heal our minds of the "sense of separation" from God. We strive to recognize the divinity of our being, and to provide an open and receptive channel for the expression and experience of that inner perfection. We believe in the power of Love, to illumine, to reveal and to heal.

### **FREEDOM**

The power to make one's own choices, free of constraints from within or without: self-determination. Freedom means not only that you may choose, but that you must choose; not only that you will get what you choose, but that you can't avoid the consequence of your choice. Realizing that freedom is not license, nor an exemption from the Law, we are thoroughly principled and constructive in our free expression. Freedom means that we are each responsible for ourselves, and that we are accountable for our choices and the place where we stand together. Accountability, by means of rigorous dedication to our values and guiding concepts, manifests as commitments, actions and community participation. We are free to enter in, and free to leave. Freely we have received, and freely we give.

### **INTEGRITY**

A perfect state of being: whole, complete and unbroken. When referring to a person, it speaks to the condition of their "soul". When referring to relationships, it speaks of our agreements with others. There must be congruence, an all-pervading dedication to living out our values and principles and to advancing our Vision 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 and our teachings. We are demonstrating and actualizing our Vision and our possibilities.

### **COMPASSIONATE CARE**

A loving relationship that seeks to make provision for, to alleviate or resolve suffering. This requires a climate of safety in which all are encouraged to reach out to help and be helped; a climate conducive to honest reflection, transformation and growth, a safe haven where our assistance and support efforts flourish. Being of service within our Community, within the larger community and the world at large is an expression of our desire to fulfill the promise of our philosophy. "The Science of Mind and Spirit, makes a tremendous claim when it states that the individual should be free from the bondage of sickness, poverty and unhappiness". "The world is beginning to realize that it has learned all it should through suffering and pain". SM, pg.107

# VISION

## UCRS VISION & MISSION

We inspire and serve our local and global community in spiritual evolution.  
We support individuals in their personal growth and spiritual transformation.  
We implement our vision with the highest levels of service and professional excellence.  
We are a global presence and resource for spiritual awakening.

## "LOCAL SPIRITUAL COMMUNITY" VISION STATEMENTS

I suggest that that a core group of members engage in a visioning process based on our values, purpose and the Organizational Design Model.

## ESSENTIAL ELEMENTS

The elements identified in the UCRS Organizational Design model as essential to a transformed and effective Spiritual Community for the 21<sup>st</sup> Century, have been adapted for our use as follows.

### TREATMENT & VISIONING

Treatment and Visioning must become our fundamental spiritual practice whenever our members gather together. Our values must be posted, and referred to at every level of decision making. Every project must begin with a Visioning Team.

### TRAINING & EDUCATION

Training and Education that facilitates participation or leadership in our Spiritual Community takes priority over other classes of instruction. While our membership is mostly well versed in the Science of Mind, we know little about Spiritual Community. Those within our group who have knowledge in this area will be expected to assist with training others.

### PR & MARKETING

PR and Marketing are focused on letting the world know about our Spiritual Community. While as Ernest Holmes stated that we have nothing to sell anyone, we do have a relationship with the public, and a responsibility for the way we present and represent Religious Science. This can begin with getting our own house in order, for we are always entertaining guests. Once this is underway, we can show the world that we are a spiritual community supporting a beneficial vision for the good of all.

### COMMUNICATION

A well-developed method of communicating with our members is essential. Our spirituality is the essence that we communicate; and communication is the essence of all that we do. Communication has to have an increased priority in our minds. If we don't communicate, we won't have a "Community". Materials and training can be provided so that our members may participate meaningfully in the considerations and work of our Community. Maintaining and expanding a dynamic web site to the world is one of our highest priorities, but phone calls, and mailings are equally important.

### VIRTUAL COMMUNITY

The online community offers the opportunity for us to be of service to those who are not physically present, and also to achieve our objective of increased communication

and community with those who are able to attend in person. It is essential that we enable the "online community" to support our Spiritual Community, so that there may be a sufficient allocation of our resources to maintain this outreach. One aspect of the Internet that could be of service to our Community is the ability to electronically transfer funds to our account. Brides are already asking for this. As we increase our services to the online community, the ability to receive support for this will be necessary.

### **GOOD NEIGHBOR PLAN**

While the Internet offers the most promise for our future communications, we must also communicate directly, and in person with our members. The analogy of being a "good neighbor" to those who are new to our Community provides some insight into the intention of our **Good Neighbor Plan**. This plan would have all of our members ministering to and caring for one another through the partnering of individuals or pairing families within our Community. We all possess the resources; we all possess the answers that are sought, and we must be accountable for the healing and enrichment of all our members. The emphasis of this program is to support one another in being members of the Religious Science Community. While friendship and "mentoring" are encouraged, the focus of this program is to remain on participation in our Spiritual Community.

### **COMMUNITY PARTICIPATION**

Participation in our Community must move beyond the ranks of the elect. Equality and accountability are guiding concepts for encouraging increased participation by our members. Our former organizational approach tended to place responsibility for most ministries and programs with closed committees or individuals. Thus, the resources of others have largely been blocked from participation. A new model must be an open system encouraging the participation of all qualified individuals or groups in the furtherance of our ministries and programs. Rather than merely involve our people in committee discussions, we will offer direct involvement in programs, ministries and activities to all that have the appropriate motivation, talents and gifts.

Another area for increased participation is among our friends and visitors, who have not chosen to be members. Also, members of other New Thought churches are welcome to participate as guests. In order to open our doors wide to the metaphysical community at large, we must open our minds to the point where we see our oneness, and not focus on denominational differences of opinion. And let us not overlook the largest segment of our Community: our former members. Those who have left our church may well be interested in returning to a Spiritual Community, if invited and encouraged.

### **STANDARDS**

Let us be a Spiritual Community with clear standards based on our shared Values and clarified by our Vision and guiding principles. Our Shared Values and our Vision Statements must be posted clearly in every setting of our church, to be the standard by which all of our decisions and activities are measured against. Every gathering must begin by giving attention to these standards. Such standards support consensus building over majority rule. These standards call for us to make, keep and honor our agreements within our Community.

### **INVOLVEMENT IN THE WORLD**

Our involvement in global programs will be through our participation in the UCRS Spiritual Community as an Affiliate Member and as a member of the global

community. The focus locally tends to be on individual enlightenment; but an enlightened individual will always support the Community in which they live. We must continue to financially and actively participate in those community efforts that express our values of love, compassion, caring and community service. Let us also form empowering alliances with local programs whose philosophy and mission parallel our own.

## **R.Sc. SPIRITUAL COMMUNITY DESIGN**

### **GUIDING PRINCIPLES**

The guiding principles of this Organizational Design are:

Spiritual Mind Treatment, Meditation and Visioning

Leaders as Vision Facilitators

Congruence

Accountability

Teamwork

Open Communication

### **OVERVIEW**

It is the intention of our Organizational Design to present a "flat structure" rather than a hierarchy. The normal organizational chart of layers and layers of boxes in which people and functions are kept is society's attempt to impose an unnatural order on our lives. Margaret Wheatley and other organizational consultants have pointed out that Life is a self-organizing intelligent creative system in which communication occurs instantaneously and holographically. What is known at one point in mind, is known throughout mind. We are not a collection of parts, but a unified expression of potentialities. Life Itself provides a pattern for us to follow in our effort to organize our communication and community: networks and webs.

While most organizational charts describe a flow of information and authority from a top down or bottom up approach, this chart works from the center outward in ever increasing circles. How does such an organization work? By centrifugal force!

**The inner most circle** bears the words "**God...Spirit...One Mind**" and represents our conviction that God is the central force animating our community, the hub around which all else revolves. It is from God-Life that we draw forth our compassion, enthusiasm, commitment, and healing consciousness. It is to the service of Spirit that we are called.

**The first ring** outward from the central circle contains the phrase "**Spiritual Practices.**" As stated, our most committed practice is spiritual visioning that attunes us meditatively and receptively, to Divine Mind, so that we achieve a definite and ongoing sense of direction. It is to God-Life that we turn for guidance and inspiration for the revealing of our evolving pathway. It is proposed that visioning be practiced by teams within all areas of our Community.

**The second ring** is inscribed with the phrase "**Vision and Evolving Pathway**" and represents the Vision of our Community and the evolving pathway revealed through the visioning practices. This Vision and pathway are the beacon lights illuminating our choices and efforts. We seek to be a visionary Community following an inspired path of service.

**The third ring** from the center is that of "**Shared Values & Guiding Principles and Concepts**". This reveals that our values, principles and concepts are another key reference point for our decisions and actions. They clarify our "ways of being" for the expression of spiritual community and for our efforts to manifest our Vision.

**The fourth ring** from center is designated "**Fulfillment Structure**" and represents the most common aspects of most organizations: the means provided for moving toward the fulfillment of the vision. It is the way we will synthesize our direction, marshal our efforts and resources, and conduct our ministries, activities and business. The two diagrams contained in this material will present the make-up and operation of the Fulfillment Structure for our Community.

**The spokes** that extend out from the Fulfillment Structure represent a combination of current and proposed **ministries, functions and activities** identified in or implied by the new organizational design. These may be coordinated by elected or appointed members, or by paid personnel. It is proposed that they all be infused with the energy and creativity of committed members of our Community who are motivated and gifted to serve in each particular arena. Some may be located within our church facilities, while others are spread throughout our Community. In addition to those listed, others may need to be designated. Our spokes are: Ecclesiastical Guidance and Development (Spiritual Leaders, ecclesiastical coordinators, practitioners) / Community Gatherings (pot lucks, annual meeting, Easter breakfast, Christmas Eve event, retreats, etc.) / Gifts and Talents / Arts and Aesthetics / Book Store / PR & Marketing (mailings, phone calls, ads, signs, etc.) / Computer Services (web site, email listserve, data entry, etc.) / Education (SoM courses, seminars, etc.) / Youth and Family Ministry (Jr. Church, nursery care, teens, parenting support, etc.) / Building & Grounds / Finance and Resources / Strategic Alliances / Community Projects / Weddings / Gardens / Special Projects /.

Beyond these spokes **the fifth ring** is entitled "**Members of our Community**". Since this represents our greatest area of support and involvement, the ring is bordered by hatched lines, implying that there should be a flow of people and resources from these groups into the ministries, projects, etc., as well into the Fulfillment Structure. Hatched lines throughout the interior of this diagram suggest an overall openness to the flow of insight, people, communication and resources. The phrase, "**GOOD NEIGHBOR PLAN**" in the lower portion of this ring, denotes the major support and growth structure for our Community.

**The sixth ring** labeled **R.Sc. Virtual Community** represents our intention to build an "online spiritual community" through our dynamic activity within the Internet. As our teaching and services reach seekers in this way, we also anticipate a corresponding flow of involvement, funding and other offerings of support. This would

refer to our local online activities as well as interacting with the Religious Science Community at large.

Finally, **the seventh ring** is the "**GLOBAL SPIRITUAL COMMUNITY**", the entire human family which, as our vision implies, is itself becoming a spiritual community. This represents the larger world we are involved in and serve.

## **FULFILLMENT STRUCTURE**

The fourth ring, our Fulfillment Structure, is comprised of three major functions and a council that synthesizes their efforts. (see Fulfillment Structure Diagram)

### **CORES AND C.O.R.E. COUNCIL**

**The Visioning Core** receives input from the Visioning Teams throughout our Community and melds this into a core vision that will constitute our evolving pathway. The Visioning Core recommends the most timely and spiritually indicated next steps for our Spiritual Community. The Visioning Core consists of our Community Spiritual Leader, Youth Spiritual Leader, and three Practitioner/Practitioner Students and three Community members elected for three-year terms at the Annual Gathering of our Community, one of whom will serve as coordinator. Qualifications: commitment to the Vision; no agendas; able to go beyond precedent to possibility; spiritual maturity; experienced in visioning processes; dedicated to being sensitive to the impress of Spirit, member of our Community for at least two years, completion of the accredited Foundational Course in the Science of Mind.

**The Stewardship Core** is charged with fiscal oversight and cultivation, along with basic legal and corporate oversight. It is the arena responsible for the development of budgets. A paid coordinator would direct the activities of this core. Resource cultivating teams for special projects and functions would also bring their input to this core. This core consists of the coordinator hired by the C.O.R.E. Council and supervised by the Community Spiritual Leader, along with staff and members of our Community gifted and motivated to serve in this core.

**The Manifestation Core** is comprised of both operational and ecclesiastical teams charged with fulfilling particular aspects of our core vision. An operational team would manage such functions as PR and Marketing, computer services, web services, as well as other operational activities. An ecclesiastical team would be responsible for such functions as Education, Youth and Family ministry, Community gatherings and other designated ecclesiastical activities. This core is composed of two coordinators hired by the C.O.R.E. Council and supervised by the Community Spiritual Leader, along with staff and members of our Community gifted and motivated to serve.

**The C.O.R.E. Council** (from an acronym meaning Consciousness of Reality Evolving) would serve a function similar, yet not identical to a corporate board of trustees. It is the final decision making body for our Community. Its most important role is to take the input from the Cores and synthesize them into a clear direction and operational plan for our Community. The Council deals with issues of timing, application of resources, as well as with the well being of the Community. The Council consists of the four Core Coordinators who are ex-officio, advisory, voting members, the

Community Spiritual Leader, and three members elected at the Annual Gathering by the members of our Community from a slate prepared by the Nominating Committee. The Manifestation Core and Stewardship Core coordinators shall not vote on administrative matters. The qualifications for the three elected members are: supremely experienced in the philosophy and functioning of our Community; spiritual maturity; specialized or highly developed gifts and talents essential to the guidance of our Community; excellent business or organizational acumen; impartial, serving the welfare and advancement of our entire Community, members of our Community for at least two years, completion of the basic accredited Foundational course work in the Science of Mind. The Council meets at least quarterly to facilitate the business and growth of our Community. At each of our Annual Gatherings, the Council reports on the operational plan for the past year and receives input for the year ahead.

## **COMMUNITY LEADERS**

### **COMMUNITY SPIRITUAL LEADER**

Our minister is the spiritual leader of our Community. The role of the Community Spiritual Leader is:

- To bring spiritual wisdom, charisma, purpose and light to our Community.
- To serve as our spokesperson to the UCRS Spiritual Community and be present at major events.
- To share, articulate and stimulate the Vision.
- To be instrumental in forming and maintaining strategic alliances and to remain current on creative initiatives and innovations within the UCRS Spiritual Community that may affect or present opportunities for our Community.
- To synthesize declarations and papers on the stands and viewpoints of the Community on key social or global issues.
- To participate in designing community service projects.
- To appoint the coordinator of the Visioning Core and to serve on the Visioning Core.
- To participate in the deliberations of the C.O.R.E. Council
- To appoint the director of the "Good Neighbor Plan".
- To supervise and coordinate the activities of the four Core Coordinators.

Qualifications: an ordained minister of Religious Science for at least seven years, having served as senior minister or key program director; deep spiritual commitment and maturity; strong verbal, communication and organizational skills; able to delegate and provide strong leadership; able to collaborate and create alliances within and outside the Community; visionary; excellence in representing our Community to the world.

Term: tenured after twenty-five years.

### **COMMUNITY YOUTH LEADER**

The Community Youth Leader (CYL) further emphasizes the importance of the youth in our Community. In that role, the Youth Spiritual Leader shall:

- Represent our Community and youth with the UCRS Spiritual Community and at their major events.

- Represent and advocate regarding youth viewpoints in our Community.
- Speak and facilitate at youth camps and events as possible.
- Create strategic youth alliances.
- As possible, participate on the Visioning Core.
- Preside at our youth meetings.

Qualifications: a youth up to age 21, and a member of our Spiritual Community; educated in the principles of our teaching; demonstrated leadership in our Community youth programs; letters of recommendation from our minister, two adults and two youth members of our Community.

Election: at our youth meeting

Term: one year, and may succeed themselves only once; thereafter may serve as mentor to the youth and to other Youth Spiritual Leaders.

Support: a scholarship grant and expenses to be determined and allocated by our Community C.O.R.E. Council.

### **VISIONING CORE COORDINATOR**

A coordinator that is appointed by the Community Spiritual Leader from the Visioning Core membership would convene the visioning sessions.

### **STEWARDSHIP CORE COORDINATOR**

A coordinator, who is a member of our Community, hired by the Council and supervised by the Community Spiritual Leader, talented and highly motivated to serve in this area.

### **MANIFESTATION CORE COORDINATORS**

An operational coordinator paid to lead the operational teams and coordinate operational activities. An ecclesiastical coordinator hired from within our Community to provide leadership for the designated ecclesiastical activities.

### **C.O.R.E. COUNCIL PRESIDENT**

The Council members select the President of the Council from among the three members elected to the Council.

## **SPIRITUAL COMMUNITY**

### **ANNUAL GATHERING**

Our annual meeting of members would be held in the sanctuary of our church at a time determined by the C.O.R.E. Council. The President of our Council would preside over the business processes (which would be kept to a minimum), and the Community Spiritual Leader would preside over all other aspects of this Annual Gathering. The purpose of this gathering is inspiration and dedication, renewing our commitment to the Core Vision (or calling for its revision), recruitment for our Community projects, election of members of the Visioning Core, Nominating Committee and the Council.

### **OTHER GATHERINGS**

Gathering the members is essential to the establishment and maintenance of "Community". Classes, church services, and meetings do not achieve this. The emphasis

of these gatherings is upon inspiration and deepening our spirituality, sharing and testimony, music and rejoicing. While not all gatherings will accomplish all objectives, each would establish a climate of love, safety, trust, enthusiasm and absolute reliance upon an inner divine guidance. These gatherings are the experience of the consciousness we envision.

## **NOMINATING TEAM**

The Nominating Team serves our Community on an ongoing basis. The role of this team is to seek out the most highly qualified nominees to fill each available position within the organizational model of our Community. It is envisioned that this team would bring inspiration, insight and scrutiny to its deliberations, thus providing the Community with nominees, or slates of nominees, for members of the C.O.R.E. Council, the Nominating Committee, the Visioning Core and if necessary, the Community Spiritual Leader.

A report of nominations for all offices would be submitted to the Community at least 90 days prior to each Annual Gathering. No nominations would be taken from the floor of the Gathering, however write-in nominations of qualified candidates could be submitted to the Team up to 60 days prior to the Annual Gathering.

Our Nominating Team would be composed of four Community Members who have demonstrated significant involvement in our Community for at least five years, and two current Visioning Core members. The two Visioning Core members would serve one-year terms only; all other members would serve two-year terms that would be staggered so that half would be replaced each year.

Nominees to this committee must have a track record of significant involvement in the organizational functioning of the Community, spiritual maturity, impartiality, serving the welfare and advancement of the entire Community rather than partisan representation of any groups or special interests.

## **GOOD NEIGHBOR PLAN**

One of the most exciting and potentially powerful aspects of this proposal is the partnership plan that charges the entire Community with the responsibility of nurturing our members. As it has been said that "it takes a village to raise a child", it also takes a Spiritual Community to support its members.

This is a model for growth, development and the circulation of our wealth of knowledge, insight and resources. It accomplishes a "decentralization" of support, a shift away from the minister as the one person to go to for all of the support and answers. Our history demonstrates the weakness of looking to a central figure to provide all the resources and solve all the problems while, at the same time, promoting growth. This former model has also inadvertently contributed to a reduced sense of responsibility for the well being of our community members and, at the same time, a sense of resentment for the apparent lack of responsiveness and results in solving problems and promoting growth. Yet, all the while, the support and resources to make a difference have not been sufficient to make that difference.

In our new model, each well-established member commits to being a "neighbor" for a new member of our Community. Individuals would be partnered with individuals, families with families. While friendship is to be encouraged, the focus of this relationship is upon participation in our Community. The primary responsibility of this partnership is communication, and the sharing of insights about Religious Science and our Spiritual Community. The well-established member will in effect be a "good neighbor" by facilitating the new members' participation in our Community. As members become well established within the Community they would become "neighbors" for new members.

This program is envisioned to produce a Community that welcomes and embraces the diversity of all those "like-minded" people who would find a home in our Spiritual Community. It also delivers resources and support in an efficient and more direct manner. Our Community would care for the challenges and possibilities of all its members and greatly enhance the sensitivity and responsiveness of efforts to support and empower our members. Such an approach, when perfected and implemented, holds the possibility for creating a geometric growth phenomenon in our Community.

A **director** for this plan will work with the supervision of the Community Spiritual Leader in determining the partnerships. The director will facilitate and monitor this program to assure that progress is being achieved in establishing and supporting the members of our Community.

## AGREEMENTS

### UCRS AFFILIATION AGREEMENT

The Affiliation Agreement that establishes our membership in the UCRS Spiritual Community requires: **a tithe of 10% of contributed income**, participation in the Partnership Program, active support of the values, vision and guiding principles and standards of the Community, teaching and sharing our consciousness with world, participation in the Community.

### Community Membership Covenant

Conscious alignment with and endorsement of our 10 Guiding Concepts establish membership in our Spiritual Community. These Concepts are derived from the values that are shared throughout the United Church of Religious Science and within our own spiritual community.

Each member will be encouraged to agree to the following 5 Commitments, which are essential to participation in and support of our spiritual community.

- Each member pledges annually to support the Community with an undisclosed percentage of their income. This is their "seed money". That percentage can begin at any amount, but it begins with the expectation that they will increase their giving as they prosper.
- Each member pledges annually to be in partnership with another member in the **Good Neighbor Plan**.

- Each member pledges annually to embrace the values, vision and standards of our Community.
- Each member pledges annually to share our teachings with others, inviting them to visit our gatherings, our church service, and our classes.
- Each member pledges annually to support our Community with the gift of their talent.

Our business is spirituality. Our church must be supported by spiritual practices, and as it turns out, that is exactly what pledges and agreements are. Please consider this: a pledge is a solemn promise (which is an indication of future excellence) characterized by deep thought. To make a pledge is to enter into an agreement, and to agree is to be of one mind. Membership in our spiritual community is established and supported by making a pledge; not a piece of paper entrusted to others, but some deep thought about our future excellence.

## **UCRS BYLAWS**

The UCRS bylaws have been revised to support the Organizational Design model. These bylaws will be presented to the UCRS trustees in November, and then to the Convention in February. It is anticipated that there will be revisions and amendments along the way, and that they will be adopted in February.

## **"LOCAL SPIRITUAL COMMUNITY" BYLAWS**

I suggest that we adapt the UCRS revised bylaws for our own use.

## **TRANSFORMATION**

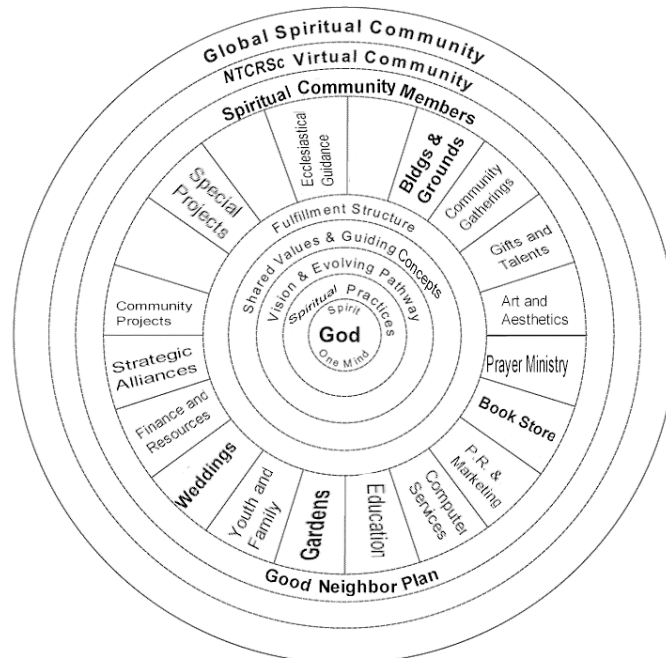
I believe that this model and the supporting bylaws allow for a transformation to occur. If we do not change our consciousness (Design Model) and we do not change the way we operate and the choices we make (bylaws) then we can not expect any change for the better.

## **TRANSITION**

This Organizational Design model proposal is presented to the congregation for their input. This proposal would then be voted on at our Annual Meeting. In preparation, I recommend that our current Nominating Committee prepares a slate of nominees for the positions described in the Design model. I ask that current Council members decide whether they wish to continue to serve on the C.O.R.E. Council or one of the other Cores or Committees, and that this is communicated to the Nominating Committee. I recommend that the Council President and I plan the Annual Meeting.

## **NAME?**

The UCRS Organizational Design model raises the possibility of changing the name of the United Church of Religious Science, as we change its structure and bylaws. This could be a question we wish to pose to our membership: do we continue to refer to our organization as "church"? Is Spiritual Community a more accurate and desirable term?



New Thought Church of Religious Science\*  
Organizational Design Overview

New Thought  
Church of Religious Science  
Fulfillment Structure Design  
(Fourth Ring)

