

*Leadership Covenant Booklet*



*Our Lady of the Assumption Parish – August, 2008*

**Revised August, 2008**

**THE COVENANT COMMITMENT**

To ensure a well-functioning and responsive group, we agree to live by the following covenant:

We have been chosen, recommended by other members of this faith community and confirmed by the Holy Spirit. We acknowledge our unique role as representatives of the many voices of the people of this parish. To effectively function in this role, we realize the need to come prepared to all meetings of the Pastoral Council and Coordinating Councils, to share honestly, accurately and freely, entering fully into all discussions.

We must strive to possess

- a willingness to listen
- a desire for spiritual growth
- an openness to study and reflection
- an eagerness to see a vision or direction
- an ease in working with groups
- an ability to animate others' gifts
- a freedom to delegate responsibilities
- a resolve to make needed decisions
- an excitement about parish
- a willingness to be a liaison to a given group

## TABLE OF CONTENTS

|       |   | Page Number |
|-------|---|-------------|
| I.    | The Covenant Commitment   | 1           |
| II.   | Leadership Structure  | 3           |
| III.  | Guidelines for the Pastoral Council   | 4           |
| IV.   | Guidelines for the Coordinating Councils                                    | 7           |
| V.    | Description of the Coordinating Councils                                    | 9           |
|       | Administration  |             |
|       | Community Life  |             |
|       | Formation   |             |
|       | Outreach  |             |
|       | Spanish-speaking  |             |
|       | Worship   |             |
| VI.   | Shared Wisdom Model   | 15          |
|       | Consensus   |             |
|       | Decision-Making on the Pastoral Council and Coordinating Councils           |             |
|       | C-D-I Decision-Making Process   |             |
| VII.  | Yearly Tradition of Planning  | 20          |
|       | Running Coordinating Council and Pastoral Council Meetings                  | 22          |
|       | Leadership Open House   | 24          |
|       | Annual Evaluation and Goal Setting Process                                  | 26          |
|       | Discernment Process for Coordinating Councils                               | 27          |
|       | Discernment Process for Coordinating Council and Pastoral Council Co-Chairs | 29          |
|       | Commissioning Service   | 30          |
| VIII. | Roles   | 31          |

## **PARISH MISSION STATEMENT**

**We, the People of God**, under the patronage of Our Lady of the Assumption, are called to be disciples of Jesus Christ.

**As members of the body of Christ** gathering around the Table of Word and Sacrament, we commit ourselves to love and support one another in faith, hope, and love.

**We are sent forth as apostles**, in the power of the Holy Spirit, to make the Good News of Jesus Christ present and alive in our world through evangelization and hospitality, healing and service, education and the establishment of justice.

## **LEADERSHIP STRUCTURE**

The leadership structure of Our Lady of the Assumption Parish Community consists of four major elements: (1) the Management Team, made up of the Pastor, the Director of Administration, and the Director of Pastoral Ministries; (2) the Pastoral Team, including the Clergy, and the Administrative and Pastoral staffs; (3) the Pastoral Council; and (4) the six Coordinating Councils.

This Covenant Booklet describes the purpose, functions, operating principles, makeup, and responsibilities of the **Pastoral Council** and the six **Coordinating Councils** that are coordinated by the Pastoral Council. All parish organizations and activities are included within one of these Coordinating Councils.

The six Coordinating Councils are **Worship, Community Life, Formation, Outreach, Administration, and Spanish-speaking community**. Two representatives from each Coordinating Council, plus one representative from the Vietnamese community, along with the Pastor, Director of Administration, and Director of Pastoral Ministries, make up the Pastoral Council. The Council, therefore, is made up of 16 members. The term of office on the Pastoral Council is two years, and on the Coordinating Council is three years. Thus, a person could serve on a Coordinating Council for one year and then could be selected to serve on the Pastoral Council while still remaining on the Coordinating Council for the next two years.

Members of the Pastoral Council and Coordinating Councils freely accept the call to serve as leaders of our faith community. They share this privilege and responsibility with the Pastoral Team of this parish community. Through their Baptismal call, they share the responsibility to live the Gospel message and accept the challenge to make this a priority for themselves and for the larger parish community.

## **PASTORAL COUNCIL MISSION STATEMENT**

The Parish Pastoral Council  
is a faith-filled leadership body,  
guided by the Holy Spirit and the Gospel,  
that works in conjunction with the pastoral staff  
to discern the needs of the parish and,  
by setting goals and priorities, and acting by consensus,  
guides the parish in fulfilling our Parish Mission.

## **GUIDELINES FOR THE PASTORAL COUNCIL**

### **I. Purpose of the Pastoral Council**

The Pastoral Council implements their mission statement by:

1. Developing parish themes;
2. Doing visioning and long-range planning;
3. Overseeing the implementation of Parish Strategic Plan through goals, objectives, and action steps;
4. Working with the Pastoral Team in handling crises.

### **II. Membership**

#### **A. Criteria for membership**

1. Registered membership in the parish
2. Sixteen years of age or older
3. Current membership on one of the six parish Coordinating Councils
4. Discernment to Pastoral Council service by a Coordinating Council.

## **B. Obligations of Membership**

1. Commitment to accept and live up to the Parish and Pastoral Council mission statements
2. Commitment to work to implement the Parish Strategic Plan
3. Regular attendance at Pastoral Council meetings with no more than two absences per year
4. Communication to and from member's Coordinating Council, including a report to the Pastoral Council on its regular agenda
5. Commitment to foster ongoing development of and participation in the Parish Leadership Model

## **C. Service**

1. Pastoral Council members serve a two-year term, with half of the membership being selected each July through a discernment process by the Coordinating Councils.
2. A Pastoral Council member may serve only two consecutive two-year terms.
3. The Pastor, Director of Administration, and the Director of Pastoral Ministries are ex-officio members of the Pastoral Council. A recording secretary may also be present (see H2, page 5).
4. Pastoral Council members will be presented to the parish through a commissioning service held at all Sunday liturgies during a September Leadership Weekend.

## **D. Leadership**

1. The Pastoral Council will be served by co-chairpersons who will be selected by a consensus of all members of the Pastoral Council in attendance at the July meeting.
2. A Steering Committee comprised of the two co-chairpersons and the Pastor, Director of Administration, and Director of Pastoral Ministries, will meet at least one week before Leadership Night to establish an agenda for the Pastoral Council meeting.
3. The agenda will be distributed to Pastoral Council members by a member of the Steering Committee prior to the meeting.
4. One of the three ex-officio members of the Pastoral Council will regularly communicate Pastoral Council updates to the Parish Staff.

### **III. Pastoral Council Meetings**

1. Meetings are usually held on the third Thursday of each month during the final hour of the common Leadership Night.
2. Pastoral Council meetings will be open meetings. Parishioners who wish to address the Pastoral Council must contact a co-chair in advance of the meeting to be placed on the agenda.
3. Meetings will be guided by an agenda prepared by the Steering Committee and distributed to members prior to the meeting.
4. The minutes of the Council meetings will be prepared by someone chosen by the membership, either a Council member or some other person designated for this purpose. A summary of the minutes, which includes a brief report from each Coordinating Council, will be available by means of an insert to the bulletin.

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## **GUIDELINES FOR THE COORDINATING COUNCILS**

### **I. Membership**

#### **A. Criteria for membership on the Coordinating Councils**

1. Registered membership in the parish.
2. Sixteen years of age or older
3. Service (at least one year) in a parish ministry/organization associated with the council's particular area of concern and/or a skill or talent associated with the council's particular area of concern
4. Discernment through the process outlined in this Covenant Booklet

#### **B. Obligations of Membership**

1. Commitment to support the Parish Mission
2. Knowledge of and commitment to the Parish Strategic Plan
3. Regular attendance at Coordinating Council meetings with no more than two absences per year
4. Regular communication with assigned groups or ministries related to the particular Coordinating Council
5. A commitment to foster ongoing development of and participation in the Parish Leadership Model and a willingness to work within this framework
6. Attendance at the annual leadership training workshop

#### **C. Service**

1. Coordinating Council members will serve a three-year term with one-third of the membership selected each year. Exceptions may be made for the following reasons: a shorter term for students; an additional year for members of the Pastoral Council who are completing a term; a shorter term for new members who are filling a vacancy.
2. Each Coordinating Council will consist of five to ten persons, in addition to the staff liaison(s).
3. Coordinating Council members will not serve consecutive terms on the same council.

### **II. Coordinating Council Meetings**

1. Meetings will generally be held on the third Thursday of each month.
2. Council meetings are restricted to adults only.
3. Meetings will be guided by an agenda prepared by the co-chairs and the staff liaison and distributed to members prior to the meeting.
4. Minutes of each Coordinating Council meeting will be retained as a permanent record.
5. A representative from each council will prepare and present the two-minute oral report to the general leadership assembled at the conclusion of Leadership Night.
6. A brief written report will be brought to the Pastoral Council meeting and submitted to the parish communications coordinator for publication in the parish bulletin.

### **III. Leadership**

1. Two co-chairs and two Pastoral Council representatives are selected by each Coordinating Council.
2. Pastoral Council representatives and Coordinating Council co-chairs serve alternating two-year terms.
3. In July, each Coordinating Council discerns a co-chair and a representative to the Pastoral Council. Two co-chairs or two Pastoral Council representatives may be discerned if a vacancy has occurred.
4. Pastoral Council representatives should not be the co-chairs.

## **DESCRIPTION OF COORDINATING COUNCILS**

### **Administration Coordinating Council**

#### **General Description:**

The Administration Coordinating Council coordinates the temporal affairs of the parish.

#### **Responsibilities:**

The Administration Coordinating Council is responsible for coordination and communication in the areas of the Finance Council, Facilities Maintenance, Communication, Stewardship, the Facility Master Plan and the Safeguard the Children Program.

This is accomplished by:

1. Supporting the Finance Council in consulting with the Pastor, staff and other coordinating Council regarding expenditures and preparation of budgets;
2. Reviewing the safety, security and maintenance of existing properties and making recommendations for the purchase or construction of additional properties;
3. Promoting ongoing communication among parish groups, parish leadership, parishioners, and the community at large;
4. Encouraging and enhancing intercultural communication and cooperation;
5. Assuring the coordination, direction and scheduling of the annual stewardship appeal and other financial appeals; and
6. Supporting implementation of the OLA Strategic Plan, particularly in regard to those goals, objectives and action steps that relate to the temporal affairs of the parish.

#### **Characteristics of Membership:**

Members have served the parish by assisting in various ways with the management of the temporal affairs of the parish. They possess an understanding of organization, management, finance, and good communications, and are dedicated to the support of parish ministries through responsible stewardship.

## **Community Life Coordinating Council**

### **General Description:**

The Community Life Coordinating Council helps build a deeper sense of Christian community for all ages and interest groups in our parish.

### **Responsibilities:**

The Community Life Coordinating Council is responsible for generating a sense of hospitality, unity and cooperation among parish organizations and ministries. This is accomplished by:

1. Fostering and promoting communication among parish organizations and ministries;
2. Identifying and coordinating the implementation of various Community Life-related goals, objectives and actions as described in the Parish Strategic Plan;
3. Promoting hospitality, especially when planning parish social events and multi-cultural celebrations; and
4. Coordinating and communicating hospitality and the stewardship of time and talent ministries.

### **Characteristics of Members:**

Community Life Coordinating Council members have served with various parish organizations and ministries. They are marked by a desire to encourage unity and cooperation among parish groups and by their hospitable, welcoming spirit.

## **Formation Coordinating Council**

### **General Description:**

The Formation Coordinating Council assists with planning, guiding and evaluating the ministries and organizations that serve the parish in the area of faith formation and education.

### **Responsibilities:**

To enrich the faith, spirituality, and family life of the parish community by fostering communication and cooperation among formation ministries including Religious Education, Adult Formation, Sacramental Preparation, Christian Initiation, and OLA School.

This is accomplished by:

1. Increasing the awareness of parishioners of formational opportunities;
2. Communicating with and encouraging inter-communication between formation ministries of ideas, programs and activities;
3. Coordinating formation ministries; and
4. Promoting the implementation of the OLA Strategic Plan particularly in those areas having to do with formation and education.

### **Characteristics of Members:**

Members are involved in parish formational activities, or have educational, teaching, or training backgrounds along with a passion for helping parishioners to grow in their faith.

## **Outreach Coordinating Council**

### **General Description:**

The Outreach Coordinating Council coordinates the ministries of pastoral care, social services, peace and justice, and evangelization to both the parish community, the local neighborhood, the broader community, and beyond.

### **Responsibilities:**

The Outreach Coordinating Council is responsible for coordinating and communicating the needs of God's people. This is accomplished by:

1. Assessing and communicating the spiritual, pastoral and physical needs of our parish community – as well as those of the local community;
2. Evaluating the parish's response to these needs;
3. Fostering an awareness of the responsibility of baptized Christians to recognize and serve those in need;
4. Encouraging collaboration among all Outreach ministries and organizations;
5. Fostering an active evangelization program;
6. Promoting an awareness of systemic injustices and programs that emphasize respect for life; and
7. Promoting implementation of the OLA Strategic Plan, particularly in those areas which have an impact on or affected by Outreach ministries and organizations.

### **Characteristics of Members:**

Members of the Outreach Council show a compassion for those in need combined with a passion for justice and peace. They recognize that the foundation of all Outreach Ministries is the responsibility of every baptized Christian to recognize and serve those in need, to challenge injustice, and to witness to Christ's love in the world through word and action.

## **Spanish-speaking Coordinating Council**

### **General Description:**

The Spanish Speaking Coordinating Council plans, coordinates and evaluates programs and events for the Spanish Speaking Community.

### **Responsibilities:**

The Spanish Speaking Coordinating Council has the responsibility for participating in the leadership structure of OLA by meeting with other parish Coordinating Councils on Leadership Night in a spirit of solidarity. It also bears the responsibility for coordinating the parish activities of the Spanish Speaking Community. This is accomplished by

1. Discerning the needs of the Spanish-Speaking Community;
2. Communicating with and encouraging communication among all Spanish speaking parish groups and organizations, including spiritual and liturgical ministries, social and cultural enrichment, educational and sacramental preparation, and outreach services;
3. Working to help implement the OLA Strategic Plan particularly in those areas of Spanish speaking concerns and cultural inclusiveness; and by
4. Maintaining communication between the Spanish Speaking Community and the parish-at-large.

### **Characteristics of Members:**

Members of the Spanish Speaking Council are dedicated to promoting the spiritual growth and welfare of the Spanish Speaking Community. They are members of Spanish Speaking ministries, groups, or organizations at OLA.

## **Worship Coordinating Council**

### **General Description:**

The Worship Council fosters the spiritual growth of all parishioners through communication and coordination of the worship and liturgical ministries at OLA.

### **Responsibilities:**

It is the responsibility of the Worship Council:

1. To assure that opportunities are provided for personal and communal prayer, as well as Eucharistic celebrations;
2. To communicate with and encourage communication between all worship ministries at OLA.
3. To coordinate the work of all liturgical ministries and prayer groups;
4. To work with the Formation Coordinating Council to help promote spiritual enrichment and to foster dialogue between the Formation and Worship ministries;
5. To periodically evaluate liturgies and other programs of spirituality and
6. To promote the implementation of the OLA Strategic Plan by coordinating the goals, objectives and action steps that relate to areas of liturgy and worship.

### **Characteristics of Members:**

Membership in a liturgical ministry, a prayer group, or other worship group along with a love of liturgy and a commitment to making the worship experience at OLA the best that it can be are qualities exemplified by the individuals who serve on the Worship Council.

## THE “SHARED WISDOM” MODEL OF INTERACTION

The Pastoral Council and Coordinating Councils commit themselves to operate out of a “Shared Wisdom” model of interaction. This means that during their deliberations, they pay attention to the following aspects of the model:

**Shared Wisdom** means that

- Each person has a **piece** of the wisdom.
- We each have **different** pieces; nobody has it all.
- We’re not trying to convert others to our own views.

The **Implications** are

- The Wisdom needs to be **shared**.
- The Wisdom needs to be **heard**.
- We need to nourish a **holy climate**.
- We must be willing to **let go** of the need...
  - ... to control
  - ... to win
  - ... to be right
- But instead we need to **risk the unfamiliar**.

## THE SHARED WISDOM METHOD

1. Gather the data: Those to be affected by your decision have the right to share their wisdom with you before you make the decision.
2. Reflect prayerfully on the data: Both analysis and synthesis take place in each person’s understanding of the data.
3. Share the wisdom that results from the reflection: Hear the wisdom of the Spirit coming through the wisdom being shared within the group.

## CONSENSUS

Most of the important decisions made by the Pastoral Council and Coordinating Councils will be through the process of consensus. Some of the aspects of consensus are as follows:

- Each person has an equal opportunity to participate and influence the outcome.
- Going with the “sense of the group” does not necessarily mean total agreement, unanimity or complete satisfaction for all.
- In consensus, the decision arrived at is **acceptable** to all in the group and all agree to support the decision and support the group in choosing it. All **consent** to the final outcome. (“Can you live with that?”) There must be a willingness to live **positively** with the decision.

Some necessary **CONDITIONS** and **ASSUMPTIONS** include:

- Both feeling and thinking are treated as important. The best results flow from a fusion of information, logic and emotion.
- Each member’s voice and viewpoint are important and encouraged so that all concerns are heard.
- Group members are committed to both listening and speaking, hearing and being heard.
- Group members are aware of the process and are willing to challenge attitudes and attend to the process as they continue to learn and practice decision-making skills.
- There is a level of trust that allows honesty, directness, candor and the sharing of all necessary information.
- All consent to how the decision will be made.
- There is time for sharing information, listening, speaking, responding, reflection and silence.
- 

Some **GUIDELINES**:

- All should agree to voice their views and express their feelings - silence blocks.
- Consensus should be blocked only on matters of conscience, not feelings or thoughts.
- A facilitator is helpful in guiding the agenda, clarifying and rephrasing, equalizing participation, summarizing, etc.

## **RULES FOR CONSENSUS**

1. Avoid arguing – Listen to others before pressing your own point.
2. Don't assume someone will "win" and someone will "lose."
3. Don't change your opinion just to avoid conflict.
4. Avoid voting or bargaining.
5. Seek out differences of opinions to explore options.
6. Allow enough time for full discussion.
7. Don't come to a swift decision at the end of the allotted time – table it and come back to it if it's an important matter.
8. As a group, commit to a best or good decision – not just a decision.

## DECISION-MAKING ON THE PASTORAL COUNCIL AND COORDINATING COUNCILS

How the Pastoral Council and Coordinating Councils will arrive at decisions is critically important. Many councils arrive at decisions by voting, a process in which the majority rules. Such a method is appropriate only for issues that are not divisive or will not cause hard feelings, especially for those losing the vote. Voting usually fosters a competitive approach to making decisions.

Consensus decision-making is the more appropriate mode for Christian communities. All important decisions by the Pastoral Council and Coordinating Councils shall be made by consensus of the members present at the meeting. **Consensus** is the process of arriving at a decision through reflection, discussion and sharing of wisdom and insight. All members participate in the process, giving his/her wisdom and accepting the final decision. While a more involved process, it assures that decisions are agreed upon by the whole body and not just a majority of its members.

The Pastoral Council and Coordinating Councils should also utilize the C - D - I process of decision-making. C stands for Consult, D for Decide and I for Inform. **Step One** in this process is to identify the “deciders,” i.e. which individual or group should make the decision. If an ambiguous situation arises, and it is unclear who should make the final decision, then it is the role of the Pastoral Council to decide *who* should decide the issue. The principle of subsidiarity says: “Let the person(s) in charge of that area of ministry make the decision.” (See list below) **Step Two** is to identify all the key people and groups who will be affected by the decision and then consult with them *before* a decision is made. **Step Three** is to make the decision in light of the information gathered during the consultation process. **Step Four** is to inform the key individuals and groups about the decision and the reasons behind it *before any action is taken*.

The five levels of decision-making are\*

1. Nitty-gritty: Letting those who are responsible for a particular project, task, or ministry make all the necessary decisions for their work.
2. Voting: Deals with smaller matters that require a vote of confidence or support from the group to which an individual or committee is responsible.
3. Consensus: Takes time and effort. Alternatives must be sought out and discussed, pros and cons explored, sources of emotion sought out. Note that this is the level of decision-making appropriate for most Coordinating and Pastoral Council decisions. (See pages 16-17)
4. Problem-solving: Used when there are no options from which to choose. Involves a five-step process. This level is most appropriate for individual ministries or organizations.
5. Discernment: Reserved for the weightier matters that affect the whole parish. There are a number of steps to this process.

*\*Please refer to Chapter Six of Transforming the Parish by Patricia Forster, O.S.F., and Thomas P. Sweetser, S.J., for a detailed description of the above processes.*

## The C - D - I Decision-Making Process

- 1. Define the problem in clear language*
- 2. Determine who the decision-maker(s) are*

### WHAT

### WHO

### WHEN

Consult

Whom to ask?

Before Decision

Decide

Who decides?

During Decision

Inform

Whom to tell?

After Decision  
(With Reasons)

## A YEARLY TRADITION OF PLANNING

The rhythm of the year includes not only planning, but socializing among the leaders, as well as prayer and retreat time together.

At the **June Leadership Night**, current members of the Coordinating Councils participate in a discernment process (see Page 25). If time permits the Coordinating Councils may pursue their regular business. A special training session for new members (which is also open to returning members) is scheduled during the summer.

During the **July Leadership Night**, all the new and current members, as well as those leaving the Coordinating Councils, participate in an evaluation session. They identify what worked in each area of ministry and what didn't work. They also investigate the *reasons* things worked or didn't work so as not to repeat the same mistakes next year. Each Coordinating Council will discern two representatives: 1) a representative to the Pastoral Council for the coming year who will serve with the incumbent representative from that Coordinating Council; 2) one representative as co-chair of the Coordinating Council for a two-year term to serve with the incumbent co-chair. (See pages 4 and 6 for membership criteria.)

The **August Leadership Night** is for reviewing the parish plan and goals for each area of parish life and for setting goals for each aspect of the parish. Based on the evaluations from the July meeting, the Coordinating Councils decide what their focus will be for the coming year. The Pastoral Council maps out the direction for the parish as a whole or establishes a common theme for the Coordinating Councils to incorporate into their goals and action plans.

Throughout the year, the Coordinating Councils review all parish groups and ministries in their area as a first step towards making up position descriptions for each ministry. Each volunteer position should have a one-page summary of what it entails and what will be required of the person, both in time, preparation and skill.

When the ministry descriptions are completed, a **Parish Ministry Expo** is scheduled. This event is coordinated by the Lay Ministry Coordinator and team in conjunction with the Stewardship Committee. The annual **Stewardship Appeal** is also scheduled in the fall. The stewardship appeal is designed to give people the opportunity to pledge their gifts of time, talent and treasure for the coming year. They choose a ministry for volunteering their time and pledge a percentage of their income. People fulfill their commitments throughout the year, receiving training as needed. All are given frequent affirmation and support for their generosity.

The Coordinating Councils continue to meet monthly. In **March** and **April** the Coordinating Councils identify prospective new members of the various Coordinating Councils

for the next term. This process involves networking and personal contact with leaders of parish ministries and organizations. One of the most important tasks before the Coordinating Councils is to seek out members of the parish community who have the potential to bring creative new ideas and skills as well as a willingness to serve within the leadership structure.

In **May**, the Pastoral Council and Coordinating Councils sponsor the **Leadership Open House** which is held at the regular May Leadership Night. This is the time when all parishioners have a chance to look at how the parish leadership structure functions and to begin making choices about accepting a leadership role by serving on one of the Coordinating Councils and eventually on the Pastoral Council.

## **RUNNING COORDINATING COUNCIL AND PASTORAL COUNCIL MEETINGS**

### **SAMPLE MEETING**

1. Agendas are prepared in advance: The Pastoral Council agenda is prepared during the regular monthly meeting of the Steering Committee (the Co-Chairs, Pastor, and Staff Liaison(s)). Coordinating Council agendas are prepared by the Co-Chairs and Staff Liaison(s) of each council. These agendas are distributed by e-mail, letter, or phone along with a reminder of the meeting.
  
2. All the Coordinating Councils and Pastoral Council members assemble on Leadership Night each month. The schedule for the Leadership Night is as follows:
  - 7:00 Common Prayer – Each Coordinating Council takes a turn leading prayer
  
  - 7:15 Pastor and/or other leaders make general announcements
  
  - 7:25 Coordinating Councils meet to work on their agenda items
    - A. A “buddy system” is set up so that absent members may be informed about the meeting within a day or two. The Pastoral Council representatives make a brief report about what happened in the last Pastoral Council.
    - B. Reports are made concerning specific committees, ministries or organizations. Keep reports to a minimum. If possible, let people read report materials beforehand.
    - C. Special issues are now taken up in turn, including action plans to achieve a stated goal.
    - D. Five minutes before the meeting ends a scribe summarizes the actions and decisions of the Coordinating Council in written form. This serves as a prompt for the person making the two-minute oral report.
  
  - 8:20 Coordinating Councils present oral reports
    - A. Limit reports to two minutes per group
    - B. One person is appointed to keep track of time and limit the reports
    - C. Each Coordinating Council submits a brief written summary to the Pastoral Council after giving the oral report
  
  - 8:30 Assembly breaks for fellowship and refreshments provided by Coordinating Councils on a rotation schedule

- 8:40 Pastoral Council meets to work on its agenda items
- A. Any specific items of general concern from the Coordinating Councils are addressed
  - B. In handling items that come before the Pastoral Council the following checklist may be helpful:
    1. Is this a matter that the Council should handle or can it be delegated to one of the Coordinating Councils or subgroups?
    2. In delegating a matter to a Coordinating Council, should the Pastoral Council empower them to make the decision or should the Coordinating Council be asked to gather information for the Pastoral Council to act on at a later date?
    3. Whether the Pastoral Council delegates a specific matter or not, does the Pastoral Council need to set a policy or give an overall direction for the parish on this issue?
    4. Is the matter important enough to require a discernment process involving the entire parish so the Council can gain people's wisdom before a decision is made?
- 9:30 Pastoral Council Adjourns
- A. The Secretary submits a draft of the minutes of the meeting to the Steering Committee within one week of the meeting so they may prepare the agenda.
  - B. Minutes are filed in permanent record by the Secretary and disseminated to all Pastoral Council members and Coordinating Council Co-Chairs and Staff Liaisons at least one week before the next meeting.
  - C. A summary of Pastoral Council Minutes and Coordinating Council Reports are published in the parish bulletin.

## **LEADERSHIP OPEN HOUSE AND SELECTION OF NEW COORINATING COUNCIL MEMBERS**

As a means of fostering the development of and participation in the Parish Leadership Model, Coordinating Council members are encouraged to use their contacts with related parish ministries and organizations to identify potential leadership members throughout the year. A council member familiar with the candidate can assist the process by learning more about the candidate's experience and background, communicating information about the leadership model, and encouraging him or her to accept nomination to the councils. In the weeks immediately preceding the Open House, the following steps are taken:

1. The parish is informed about the Leadership Open House and its purpose over several weeks through the Sunday bulletin and flyers posted around the parish.
2. Current members of the Coordinating Councils are asked to give brief witness talks on "Nomination Sunday" to ask the assembly to nominate people they think would fit the profile set forth in the attached "Expectations of a Coordinating Council Member." Nominations forms would be available in the bulletin, parish office, welcome cart, faith formation office, and school office.
3. Announcements to remind people about the nominating process would be made at the end of Mass for several weeks. If people are interested in membership on a Coordinating Council, they will be asked to solicit a nomination from someone who can recommend them. People who have been nominated will be invited to attend the Leadership Open House.
4. In addition, a letter will go out to everyone involved in a parish ministry or organization inviting them to nominate someone and to attend the Leadership Night to learn more about our parish leadership structure. The Leadership Night will serve as a venue for nominees and others involved in parish ministries and organizations to learn about how our parish leadership structure works. The letter of invitation will be clear that although the formal nomination process will occur at the Leadership Night, the meeting itself is for anyone who would like to know more about our parish leadership councils.
5. The format for the Leadership Night event will be as follows:
  - A. Hospitality (snacks, beverages, wine) as people arrive as well as at the conclusion of the meeting.
  - B. The general meeting will begin with welcome, prayer, and a brief explanation about how our meetings work as well as a description of the various Coordinating Councils.
  - C. Everyone breaks for individual Coordinating Council meetings.
  - D. At the individual Coordinating Council meetings, the co-chairs and staff liaisons share the responsibilities of explaining the purpose of the Coordinating Council and how a typical meeting runs. Each Coordinating Council will have an easel with a large diagram of the parish leadership structure. Copies of the Covenant Booklet will be available. The co-chairs and staff liaisons will go over the accomplishments that have taken place in the last year or so in the area of parish life covered by the particular Coordinating Council. Material from the parish strategic planning process will also be shared.
  - E. Members of the Coordinating Council will be asked to introduce themselves and tell of their experience of leadership in the parish. Guests and nominees will be asked to

do the same. The Coordinating Council co-chair or staff liaison will review the "Expectations of a Coordinating Council Member."

- F. Questions will be encouraged throughout the meeting. Those who have been nominated will then be asked if they would like to accept the nomination and be among those to be discerned as members at the next Leadership Night. The co-chair or staff liaison will explain that the names of those who have accepted nomination will go forward to the Coordinating Council and pastoral team (staff) for discernment and selection. It will be explained that the goal is to have Coordinating Council members who represent a variety of aspects of our parish and who have experience in leadership and in the particular area of parish life covered by the Coordinating Council for which they were nominated.
- G. Selection of new members will be announced after the June Leadership Night.
- H. After the Coordinating Councils adjourn and the two-minute reports are concluded, all those who have accepted nomination will be asked to come forward so that everyone assembled can pray with them and bless them. The prayer will be followed by additional hospitality prior to the Pastoral Council meeting.

6. The names of the nominees will then be reviewed by the Pastoral Council and later by the Pastoral Team. If it is determined that there are not sufficient qualified nominees, the Pastoral Council and Pastoral Team members will identify and invite additional nominees. A list of nominees for each Coordinating Council will then be presented for discernment and selection at the June Leadership Night.

7. Those selected as new Coordinating Council members will be notified of their selection and invited to attend the July Leadership Night to begin their three-year terms. Letters will be sent to the nominees who were not selected this time. Special care must be taken to thank those who were willing to be nominated but were not selected. Effort should be made to encourage them to continue their active participation in parish life and their names should be kept as prospects for future participation and possible leadership opportunities.

Adopted: 4-20-06/ Edited for Covenant Booklet 7-17-08

## **THE ANNUAL EVALUATION AND GOAL-SETTING PROCESS**

The following process of evaluation and goal-setting takes place either at the **July** Leadership Night or a special “over-night” gathering of staff, Pastoral Council and Coordinating Council members, that includes those going off the Coordinating Councils, those continuing on for the coming year and the new members. This “over-night” gathering is both a community-building experience, as well as a time for evaluating the past year and setting goals and actions for the coming year. The process for the evaluation and goal setting is as follows:

### **PROCESS**

1. The assembly-at-large constructs a history line that includes all important events of the past year.
2. Each person is then given two index cards. On the first is listed three “Things That Worked” over the past year and the reasons why. (It’s okay to include things that are not on the history line.) On a second card is listed three “Things That Didn’t Work” over the past year and the reasons why.
3. People then count off so as to form random groups of five or six persons each. In each group, a list is prepared of all the things that worked, along with the reasons, and another list of all that did not work, and the reasons. The two lists are shared with the entire assembly as a way of evaluating what worked and did not work over the past year. This leads into the goal setting.
4. Each Coordinating Council then meets on its own, reviewing the lists of what did or did not work to see which events were related to their ministry. They also consult the goals they had been working on over the past year to see if they are still relevant for the Coordinating Council. Are the stated goals, in other words, still worth working on for the coming year? If so, then these are affirmed or rewritten in order to give the goals new energy and vitality. If not, then one to three new goals are constructed by the Coordinating Councils as a way of focusing energies for the coming year.
5. Once the goals are determined, each goal is taken in turn and action plans are drawn up for that goal. It may be possible to deal with only one goal during the meeting and others saved for a future meeting. Taking one goal as a focus, the members individually think of as many concrete ways as possible for reaching that goal. A list is made of all these ideas. The Coordinating Council members then determine which actions they want to commit to over the next year. Using the “Parish Action Plans” worksheet as a tool, Coordinating Council members take all the actions they have chosen and determine which actions they want to work on over the next two months, adding in to whom it is directed, how often will it happen, where will it take place and who will be responsible for carrying out the action, along with a stated victory at the end of the designated time. They continue to fill out the action plans for the entire year that will bring the group closer to its goal.

## **DISCERNMENT PROCESS FOR COORDINATING COUNCILS**

The following is a description of how the members of the Coordinating Councils are chosen. Nominees are not present for the discernment process.

### **1. Prayer:**

The first step is to establish a prayerful atmosphere with a short prayer and the participants asking themselves, “What are we being called to as we discern our Coordinating Council members?” Every effort is made to have all the members of the Coordinating Councils present for this discernment process

### **2. Review of Expectations:**

A. The Expectations of Coordinating Council members are read aloud. There may be discussion about certain aspects of the expectations so that everyone is clear about what qualities and level of commitment are needed in a Coordinating Council member.

B. Quality, not quantity. Discern only qualified candidates, even if that leaves one or more “vacant” seat on the council.

C. In general, married couples should serve on different Coordinating Councils.

D. Coordinating Council members should have the best interests of the whole parish at heart and not promote only the agenda of a specific ministry or cause.

### **3. Reflection:**

A. A list of the nominees for each Coordinating Council will be provided. Pay special attention to the nominees who have indicated your Council as their first choice.

B. Each Coordinating Council member is asked to reflect silently for a few moments on the reasons he or she feels the individual nominees would be good members of the Council and to think of and jot down the experience and talents each nominee has to offer as a member.

C. Each Coordinating Council member is also asked to reflect on any reasons why individual nominees would not be good Coordinating Council members.

### **4. Sharing:**

A. Coordinating Council members are then asked to share with the entire group all the reasons and qualities that would make each individual nominee a good addition to the Coordinating Council.

B. Once everyone has had a chance to share the positive aspects, then they are invited to share any reservations they may have about individual nominees.

### **5. Reflection:**

After listening to the input, both affirmations and concerns, each Coordinating Council member writes on an index card the names of up to three persons (in priority order) who he or she feels would be good Council members.

### **6. Prioritizing:**

These names are recorded on the newsprint list for all to see. The first choice receives 5 points, second choice receives 3 points, and third choice receives 1 point. Add up the points for each nominee.

**7. Selection:**

If three Coordinating Council positions are being filled, then the three with the most points will be invited to join the Coordinating Council for the coming three-year term. The procedure is the same regardless of the number of positions to be filled (e.g. if four vacancies, then the top four are asked to serve...). Note: If fewer strong candidates are discerned than there are vacancies, it is okay to leave a position “vacant” for the time being.

**8. Prayer:**

All present give their affirmation of the choice(s), and the process is concluded with a brief prayer of thanksgiving.

## **DISCERNMENT PROCESS FOR COORDINATING COUNCILS AND PASTORAL COUNCIL CO-CHAIRPERSONS**

The following is a description of how the co-chairpersons are chosen to lead the Coordinating Councils and Pastoral Council each year. Ideally, only one co-chairperson is chosen each year and serves a two-year term. A new co-chairperson is selected at the June Leadership Night each year.

### **PROCESS**

1. The first step is to establish a prayerful atmosphere. This is accomplished with a short prayer service and the participants asking themselves, "What are we being called to as we discern our chairpersons?" Every effort is made to have all the members of the Coordinating Councils and Pastoral Council present for this discernment process.
2. Each individual is asked to reflect personally on the reasons he or she would be a good co-chairperson and to think of all the talents he or she has to offer as a co-chairperson. Each person is also asked to reflect on any reasons why he or she would not be a good co-chairperson and to list the things that might get in the way or prevent the person from being a good chair.
3. Everyone is then asked to share with the entire group all the reasons and qualities that would make the person a good co-chairperson. Once everyone has had a chance to share the positive aspects, then they are invited to share the negative aspects.
4. Once everyone has listened to the reasons for and against, each person is to write down on an index card the names of two persons whom he or she feels would be a good co-chairperson. These names are collected and written on newsprint for all to see.
5. Those listed on the newsprint are then asked if they would be willing to keep their names on the list as potential co-chairpersons for the coming year. People are encouraged to keep their names on the list and are affirmed for their positive qualities.
6. For those names remaining on the list, everyone is asked to write on an index card his or her first and second choice for co-chairperson.
7. The index cards are collected and the names are written on a new piece of newsprint, giving four points to all the first choices and two points to the second choices.
8. If one co-chairperson is being selected for the coming year, then the one with the most points is asked to accept the position of co-chair and to join with the person who will continue as co-chair for the coming year. If two co-chairs are to be selected, then the two people with the most points become the two new co-chairpersons for the coming year.
9. All present give their acceptance and affirmation of the choice(s). The process is concluded with a brief prayer of thanksgiving.

## **COMMISSIONING SERVICE FOR COUNCIL MEMBERS**

*Commissioning takes place after the Homily and before the Creed – from the Ambo*

**Leader:** For the last \_\_\_ years the Pastoral Council and six Coordinating Councils have been an integral part of parish leadership. This weekend, at each mass, we affirm and commission the new and continuing members of our Coordinating and Pastoral Councils for the coming year.

We call forth those who have been chosen and have agreed to share their leadership skills in directing an area of parish ministry for the coming year. (Those to be commissioned ascend the steps and face the congregation.)

**Leader:** *You are the light of the world. A city set on a mountain cannot be hidden. Nor do they light a lamp and then put it under a bushel basket; it is set on a lampstand, where it gives light to all in the house. Just so, your light must shine before others, that they may see your good deeds and glorify your heavenly Father. (Mt. 5:14-16)*

**Leader:** You have been called forth as leaders to serve the parish in the ministry of leadership. Are you able and willing to give your time, energy and wisdom to serve in this role?

**Member:** I am.

**Leader:** Will you fulfill your responsibilities as a member of a Coordinating Council or the Pastoral Council to the best of your ability?

**Member:** I will.

**Leader:** Do you promise faithful service, prayerful lives and a joyful "Yes" to God?

**Member:** I do.

**Leader:** Please extend your hands in blessing. Almighty God, we give you thanks for the many and varied ways you build up your Church. Bless these members of our parish Coordinating Councils and Pastoral Council. Grant that they may serve our parish with wisdom and dedication, and that through their direction and skills they may assist in building your kingdom in our world. Lord, bless all your people. Fill us with zeal, strengthen us with your love, and enlighten us with your wisdom. We ask this in the name of Jesus Christ our Lord. Amen.

## ROLE OF . . .

[These are descriptive words that help define what the role of each aspect of leadership may be. They are offered as a way to spark dialogue and discussion about the unique part each plays in the parish.]

| <b>PASTOR</b>   | <b>STAFF</b>          | <b>COUNCIL</b>            |
|-----------------|-----------------------|---------------------------|
| Spiritual model | Faith/Gospel centered | Prayerful                 |
| Presides        | Model                 | Set policy/goals/evaluate |
| Guides          | Committees            | Visioning/planning        |
| Facilitates     | Professionals         | Discerns                  |
| Ratifies        | Resource              | Discovers                 |
| Delegates       | Enables               | Promotes                  |
| Sets tone       | Empowers              | Model                     |
| Liaison         | Carries out           | Linkers                   |
| Challenges      | Informed              | Works with                |
| Upholds         | Shaker                | Approves                  |
| Present         | Techniques            | Convenes                  |
| Listens         | Suggests              | Handles crises            |
| Convener        | In touch              | Part of large church      |
|                 | Share ministry        | Group skilled             |

## WHAT THEY ARE NOT . . .

|                     |                               |                |
|---------------------|-------------------------------|----------------|
| Boss/sole owner     | Autonomous                    | Rubber stamp   |
| Doer                | Permanent                     | Stiflers       |
| Only decision-maker | Only expert                   | In competition |
| Laissez-faire       | Jack/Jacqueline of all trades |                |
|                     | Doers                         |                |
|                     | In group                      |                |

# **R O L E O F**

## **COORDINATING COUNCIL**

Meet with Ministers

Solve Problems

Coordinate

Link Ministries

Be Flexible

Create Vacuums

## **SCHOOL ADVISORY COUNCIL**

Set Policies

Gather Information

Work With Principal

Evaluate Principal's Work

Be In Touch With Trends

Deal With Crisis

## **WHAT THEY DON'T DO . . .**

Give Up Too Quickly

Act Independently

Take On Too Much

Lose Perspective

Administrate School

Hire/Fire Teacher

