



# **CORE Council Governance Policies**

# Columbus Center for Spiritual Living CORE Council Policy Statement

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# Columbus Center for Spiritual Living

## 001 “Policy Governance®” Model

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As of April 27, 2014

### **Governance**

The organizational model of the COMMUNITY shall be the Policy Governance® Model as outlined and expressed in this Governance Document.

### **002 Preamble:**

Policy Governance® was developed by John Carver, and is outlined in his books *CORE COUNCILS That Make a Difference*, *Reinventing Your Board*, and other of his writings. This model is a complete, universal theory of governance especially for “servant-leadership” organizations such as non-profit groups and public institutions (hospitals, schools, Boards and CORE Councils, etc.) The Policy Governance® Model is applicable to and has been implemented by many churches across North America.

It is our belief that Policy Governance® is an effective form of governance, as it will free up Center leaders to use their spirit-given gifts and implement decisions with minimal bureaucracy and time-consuming meetings. It will also free up more of the people of the Community from running the Center to allow them to work through small groups or classes, and taking part in outreach or other projects in the community and throughout the world.

### **003 How does Policy Governance Work?<sup>1</sup>**

The COMMUNITY entrusts the CORE COUNCIL to carry out the mission, vision, and goals of the COMMUNITY. If the COMMUNITY does not achieve what it wants to achieve then ultimately the CORE COUNCIL is responsible. But a group that only meets for two hours once a month cannot possibly do all the work that is required. The CORE COUNCIL, therefore, divides the work into two basic components: Ends (The actual ministry of the COMMUNITY, known as “Ministry”) and Means (the particular way the Ministry will be achieved).

Work on Ends (“Ministry”) is kept solely in the CORE COUNCIL’s hands. This is the work of ensuring that all the members and interested persons in the COMMUNITY are heard, and that the organizational Vision, as articulated by the Vision Core, is used as a primary guiding tool. This is in order to determine what direction the COMMUNITY should be going, what its needs, hopes, dreams, worries, and visions are. Based on that hearing process, the CORE COUNCIL then lays out clearly and in written form what direction and

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goals it will pursue. It starts doing this broadly, based on the COMMUNITY's Mission Statement and Core Values, then narrows down to be more specific. *It is disciplined in not saying how it will achieve these things but only what it wants achieved.*

CORE COUNCIL then takes a look at the Means ("how do we actually do this?") This "how to" work is assigned, along with a budget, to the MINISTER with written policies outlining the expectations for how the work will be done and what standards will be followed. These policies include a list of the values the work shall follow, as well as the standards for work in such areas as personnel, budgeting, the protection of assets, treatment of BENEFICIARIES, etc. Before even starting to undertake work, the expectations of the CORE COUNCIL are known to the MINISTER. These policies are monitored regularly by the CORE COUNCIL to ensure they are being followed.

Within the limitations imposed by the CORE COUNCIL and directed by the Ministry Policies, the MINISTER is free to use his or her gifts to accomplish what has been asked. Within the budgetary constraints imposed, staff are hired, directed, an office is maintained, programs are initiated, committees or teams are struck or disbanded. Just as power was delegated from the CORE COUNCIL to the MINISTER, so power is further delegated by the MINISTER to staff, committees or teams using the same discipline of stating the Ministry to be achieved and the limitations in which to work. Clear about the extent of their power and the goals to be achieved, the staff, committees or teams can exercise their gifts with imagination and passion.

#### **004 Compliance with Centers for Spiritual Living Policies and Procedures**

This policy manual is in compliance with the Policies and Procedures Manual of our licensing organization, Centers for Spiritual Living, ("MANUAL"), either in actual provisions, or in the spirit in which the MANUAL was developed and written, and is striving for the same ends as the MANUAL provides.

#### **005 COMMUNITY Requirements**

1. The COMMUNITY membership shall meet at least annually, in accordance with the requirements of the BYLAWS of the organization.
2. The COMMUNITY membership shall be constituted according to the requirements of the BYLAWS Appendix A.
3. The CORE COUNCIL shall be constituted according to the requirements of the BYLAWS Appendix A.
4. All of the authority of the COMMUNITY membership between annual meetings is delegated to the CORE COUNCIL apart from the exceptions noted in this Governance Document.
  - a. Amendments to CORE COUNCIL Policies may be made between annual meetings of the COMMUNITY, and acted upon.
5. The COMMUNITY has the right to appeal any decision of the CORE COUNCIL to CSL Headquarters. Such appeal must be made in writing.
6. The COMMUNITY membership will approve the following annually:
  - a. All new CORE COUNCIL Ministry Policy

- b. All Annual Financial Statements
- c. An annual budget

**006 Approval by the COMMUNITY:**

# Columbus Center for Spiritual Living

## 050 Definitions

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### CORE COUNCIL *means*

The group of people called and duly elected as *representatives* of Columbus Center for Spiritual Living, along with the MINISTER.

### THE CENTER *means*

Columbus Center for Spiritual Living, a COMMUNITY affiliated with Centers for Spiritual Living, headquartered in Golden, Colorado.

### MINISTER *means*

The Spiritual Leader, duly called and settled in the COMMUNITY of Columbus Center for Spiritual Living.

### STAFF *means*

The paid accountable ministry personnel team, consisting of the Sr. Minister, the Director of Operations, the Music Ministry team, Youth Program Ministry, and any other paid accountable ministry personnel as may be added.

### MINISTRY TEAMS *means*

Teams formed under the accountability of the MINISTER.

### COMMUNITY *means*

The members of and visitors to Columbus Center for Spiritual Living, along with the STAFF.

### OWNERSHIP *means*

The COMMUNITY Members who have satisfied the requirements of membership and who appoint and elect the CORE COUNCIL.

### BENEFICIARIES *means*

The COMMUNITY along with those persons who are recipients of the outreach and other ministries of the COMMUNITY. Beneficiaries also includes all of creation, human and other, to whom the COMMUNITY is called to bestow our gifts.

### MANUAL *means*

The current Policies and Procedures Manual of Centers for Spiritual Living.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **100 Global Ministry Policy**

Policy Type: Ministry  
Adoption Date: April 27, 2014  
Modification Date: January 18, 2015

#### ***Who We Are***

Essence: We are the joyful expression of Spirit evolving.

Blessing: We are a catalyst for growth in spiritual consciousness and wholeness.

#### ***What We Value*** (based on Culture Survey of our Community)

Love, Spiritual Living and Compassion are the personal values that most strongly resonate for people in the current culture. They also want to see those values continued in the desired culture. In addition to the above 3 values, people see inclusiveness, diversity, financial health and prosperity, accountability, and honoring all voices as values in the current culture that they want to see continued in the desired culture.

#### ***What We Do***

##### **The Mission of Columbus Center for Spiritual Living:**

We are a spiritual community that inspires, advances and supports the global vision of a world that works for everyone, one person at a time, starting with me.

#### ***Our Blessing Steps***

1. We connect with one another and communicate freely.
2. We nurture awareness, learning how to stay in the authentic moment of now.
3. We offer acknowledgement by seeing people as they really are and sharing what we see.
4. We teach the tools for life-long exploration of who we really are.
5. We offer a place to relax; this is our spiritual home and everyone is *the* honored guest.
6. We love each other, because Love is all there is.
7. We open the sacred heart of the Center one heart at a time.
8. We are here for each other, always.
9. We invite everyone to participate at the level of the heart through our small-group ministries, Service and Social circles.
10. We reinforce meditation, visioning and connection to Source.
11. We provide ongoing support and spiritual encouragement.
12. We encourage the awakening of curiosity, wise judgment, playfulness, honoring, and taking responsibility for ourselves and the greater world.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **101 Guiding Values and Principles: Financial Health and Prosperity**

Policy Type: Ministry  
Adoption Date: January 18, 2015  
Modification Date:

- **From Policy Statement 100 “Global Ministry Policy” which states as our Values Financial Health and Prosperity:**

As THE CENTER undertakes its purpose and focuses its energy and resources on four priority areas, the CORE COUNCIL shall further define its guiding values, clarifying what shall be accomplished and to what activities resources will be allocated. The first of these is financial health and prosperity. To be engaged in this pursuit, THE CENTER will:

- Endeavor to live the 10-10-80 rule: Tithe 10%, Save 10%, and live on 80% of our income.
- Offer ongoing education on spiritual principles that support prosperous living for individuals and for the CENTER.
- Present an annual pledge drive upon which to base the annual budget.
- Develop income through legacy gifts.

Resources will be allocated to:

- An annual pledge drive.
- A facility that supports and houses our COMMUNITY.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **102 Guiding Values and Principles: Love and Spiritual Living**

Policy Type: Ministry  
Adoption Date: January 18, 2015  
Modification Date:

➤ **From Policy Statement 100 “Global Ministry Policy” which states as our Values Love and Spiritual Living:**

As THE CENTER undertakes its purpose and focuses its energy and resources on four priority areas, the CORE COUNCIL shall further define its guiding values, clarifying what shall be accomplished and to what activities resources will be allocated. The second of these is Love and Spiritual Living. To be engaged in this pursuit, THE CENTER will:

- Develop experiences and learning opportunities which are practical and applicable, leading to personal spiritual growth and development.
- Develop programs that will help people of all ages integrate love and spiritual living in their lives.

Resources will be allocated to

- Ministry for all ages; particular attention will be paid to children, youth, young adults and our elders.
- Alternative spiritual experiences to Sunday Service, ie. retreats, mid-week, etc.
- Programs of study deepening in our philosophy with particular attention to the values of spiritual living and love.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **103 Guiding Values and Principles: Accountability, Open Communication, Commitment and Integrity**

Policy Type: Ministry  
Adoption Date: January 18, 2015  
Modification Date:

- **From Policy Statement 100 “Global Ministry Policy” which states as our Values Accountability, Open Communication, Commitment and Integrity:**

As THE CENTER undertakes its purpose and focuses its energy and resources on four priority areas, the CORE COUNCIL shall further define its guiding values, clarifying what shall be accomplished and to what activities resources will be allocated. The third of these is Accountability, Open Communication, Commitment and Integrity. To be engaged in these pursuits, THE CENTER will:

- Practice open communication in all our business dealings by publishing financials, meeting minutes and policies.
- Communicate with the COMMUNITY at least twice a year in open forum such as the Spiritual Investors’ Lunch and Annual Meeting to inform the people of decisions and developments relevant to the life of the COMMUNITY and to receive feedback from constituents as to what and how we develop our CENTER.
- Communicate monthly to the OWNERSHIP via email regarding decisions and topics of interest.

Resources will be allocated to

- At least two annual events for receiving input from the COMMUNITY.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **104 Guiding Values and Principles: Inclusiveness, Diversity, Honoring All Voices**

Policy Type: Ministry  
Adoption Date: January 18, 2015  
Modification Date:

- **From Policy Statement 100 “Global Ministry Policy” which states as our Values Inclusiveness, Diversity, and Honoring All Voices:**

As THE CENTER undertakes its purpose and focuses its energy and resources on three priority areas, the CORE COUNCIL shall further define its guiding values, clarifying what shall be accomplished and to what activities resources will be allocated. The fourth of these is Inclusiveness, Diversity, and Honoring All Voices. To be engaged in these pursuits, THE CENTER will be a place where:

- All are welcome, regardless of age, gender, race, sexual orientation, social and economic circumstance.
- Conflict is a source of learning and community building. When we discover areas of challenge and difficulty we will remain curious rather than judgmental, living with an attitude of abundance rather than scarcity.
- Differing points of view and life experiences are listened to with love, respect and open hearts.

Resources will be allocated to

- Opportunities to experience and learn about conflict management, diversity, inclusivity, and honoring all voices.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **105 Ministry Priorities**

Policy Type: Ministry  
Adoption Date: January 18, 2015  
Modification Date:

- **From Policy Statement 100 “Global Ministry Policy” which states in our mission statement:**

"We are a spiritual community that inspires, advances and supports a world that works for everyone, one person at a time, starting with me."

A. Our Priority objectives are:

1. By December 2015 Columbus Center for Spiritual Living will have an average weekly participation of at least 150, participating in a way that shows growth in faith and transformed lives, and that this number increase by 10% annually.
2. By December 2015 Columbus Center for Spiritual Living will have 120 active participating and professing members giving through a formal spiritual investment, and that this number increase by 5% annually.
3. That quarterly we engage our OWNERSHIP with at least one event that promotes community service.
4. That annually we engage our OWNERSHIP with Stewardship so that our offerings increase at 3% above the rate of inflation.
5. That annually we engage our OWNERSHIP with at least two major events that promote Fun.
6. Events may promote more than one objective at once.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **115 Foundational Principles for Growth**

Policy Type: Ministry  
Adoption Date: January 18, 2015  
Modification Date:

#### **Our Foundational Principles for growth are:**

1. **Science of Mind Literacy**  
We teach and practice the principles as set forth by Ernest Holmes and other great New Thought teachers.
2. **Spiritual Life**  
Our spiritual life is formed in continual dialogue and loving relationship with the living Spirit. We encourage all to intentionally cultivate this relationship.
3. **Lay Leadership**  
We believe that all people are potential leaders. We support and equip lay leaders to discover and use their distinctive gifts for leadership through the meta-model vision for small group ministry.
4. **Gift-based ministry**  
We do ministry based upon our spiritual gifts and talents. Through the use of a spiritual gift inventory we encourage all to base their ministry in their spirit-given gifts.
5. **Diversity**  
We welcome and include all persons in our community, without discrimination on the basis of race, national or ethnic origin, gender, sexual orientation, age, mental or physical disability. We respect and encourage diversity of opinion.
6. **Prayer (Spiritual Mind Treatment)**  
We use this type of prayer in all of our programs, groups, and ministries. We encourage all to have daily prayer practices based on Spiritual Mind Treatment.
7. **Visioning**  
We believe in a higher vision for THE CENTER, as well as for our individual lives, and therefore place The Vision before us in all discussion and decision-making on behalf of THE CENTER.
8. **Meditation**  
We use and teach this spiritual practice as a discipline for opening our minds to the Clarity and Truth present at all times around us.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **120 What We Believe**

Policy Type: Ministry  
Adoption Date: January 18, 2015

We believe in God, the living Spirit Almighty; one, indestructible, absolute, and self-existent Cause. This One manifests Itself in and through all creation, but is not absorbed by Its creation. The manifest universe is the body of God; it is the logical and necessary outcome of the infinite self-knowingness of God.

We believe in the individualization of the Spirit in Us, and that all people are individualizations of the One Spirit.

We believe in the eternality, the immortality, and the continuity of the individual soul, forever and ever expanding.

We believe that heaven is within us, and that we experience it to the degree that we become conscious of it.

We believe the ultimate goal of life to be a complete freedom from all discord of every nature, and that this goal is sure to be attained by all.

We believe in the unity of all life, and that the highest God and the innermost God is one God. We believe that God is personal to all who feel this indwelling presence.

We believe in the direct revelation of truth through our intuitive and spiritual nature, and that anyone may become a revealer of truth who lives in close contact with the indwelling God.

We believe that the Universal Spirit, which is God, operates through a Universal Mind, which is the Law of God; and that we are surrounded by this Creative Mind which receives the direct impress of our thought and acts upon it.

We believe in the healing of the sick through the power of this Mind.

We believe in the control of conditions through the power of this Mind.

We believe in the eternal Goodness, the eternal Loving-kindness, and the eternal Givingness of Life to all.

We believe in our own soul, our own spirit, and our own destiny; for we understand that the life of all is God.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **200 MINISTER Relationship**

Policy Type: CORE COUNCIL-MINISTER Relationship

Adoption Date: July 20, 2014

Reviewed Date:

- A. The CORE COUNCIL's sole official connection to COMMUNITY organization, operation and work will be through the MINISTER.**
1. All CORE COUNCIL authority delegated to the COMMUNITY organization, operation and work is delegated through the MINISTER, so that all authority and accountability for the COMMUNITY organization, operation and work is considered to belong to the MINISTER except that which properly belongs to the CORE COUNCIL as provided by following Governance Policies, pages 27-38.
  2. The MINISTER is accountable to the CORE COUNCIL for achieving provisions of the CORE COUNCIL's "Ministry" policies and adhering to provisions of the CORE COUNCIL's Executive Limitations policies.
  3. Monitoring data that disclose the degree of organizational performance upon "Ministry" policies and Executive Limitations policies will be systematically gathered by the CORE COUNCIL and considered to be the only evaluation of the MINISTER's performance.
  4. The MINISTER shall be directed by the CORE COUNCIL only through written policies which describe the Ministry to be achieved and the Executive Limitations to actions.
    - a. Decisions or instructions of individual CORE COUNCIL members, committees or teams are not binding on the MINISTER except when explicitly authorized by the CORE COUNCIL.
  5. The MINISTER shall be responsible for:
    - a. carrying out the policies of the CORE COUNCIL
    - b. reporting on compliance with CORE COUNCIL policies
    - c. providing all appropriate information for CORE COUNCIL decision-making
    - d. ensuring the requirements of the MANUAL and published policies of CENTERS FOR SPIRITUAL LIVING are met

6. The MINISTER shall be called/appointed, supervised and released following CENTERS FOR SPIRITUAL LIVING policies outlined in this document.
7. All authority and accountability of the MINISTRY TEAMS is considered the authority and accountability of the MINISTER.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **210 MINISTER Delegation of Authority**

Policy Type: CORE COUNCIL-MINISTER Relationship

Adoption Date: July 20, 2014

Reviewed Date:

➤ **From Policy Statement 200-1 “MINISTER Relationship” which states:**

*“All CORE COUNCIL authority delegated to the COMMUNITY organization, operation and work is delegated through the MINISTER, so that all authority and accountability for the COMMUNITY organization, operation and work is considered to belong to the MINISTER except that which properly belongs to the CORE COUNCIL as provided by following Governance Policies, page 27 -38 .*

1. The CORE COUNCIL will direct the MINISTER to achieve specified results, for specified recipients, at a specified worth by establishing Ministry policies. The CORE COUNCIL will limit the latitude the MINISTER may exercise in practices, methods, conduct, and other “means” by establishing Executive Limitations policies.
2. As long as the MINISTER uses *any reasonable interpretation* of Ministry and Executive Limitations policies, the MINISTER is automatically authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
3. The CORE COUNCIL may change its Ministry and Executive Limitations policies, thereby shifting the boundary between CORE COUNCIL and MINISTER domains. But so long as any particular delegation is in place, the CORE COUNCIL and its members will respect and support the MINISTER’s choices. This does not prevent the CORE COUNCIL from obtaining information in the delegated areas.
4. Only decisions of the CORE COUNCIL acting as a body are binding upon the MINISTER. Decisions or instructions of individual CORE COUNCIL members, officers, or committees are not binding, except in rare instances where the CORE COUNCIL gives specific authorization. If CORE COUNCIL members or committees require information or assistance without CORE COUNCIL authorization, the MINISTER can refuse such requests that require – in the MINISTER’s judgment – a material amount of staff time or funds, or that are disruptive.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **220 MINISTER Monitoring Performance**

Policy Type: CORE COUNCIL-MINISTER Relationship

Adoption Date: July 20, 2014

Modified Date:

- A. The organizational achievement of “Ministry” policies and the adherence to “Executive Limitation” policies constitute the sole grounds for the CORE COUNCIL’s monitoring of the MINISTER.**
1. Monitoring is simply to determine the degree to which CORE COUNCIL policies are being met. Data that does not do this will not be considered to be monitoring data.
  2. The CORE COUNCIL will acquire monitoring data by one or more of three methods: (i) internal report, by which the MINISTER discloses compliance information to the CORE COUNCIL. (ii) external report, in which an external third party selected by the CORE COUNCIL assesses compliance with the CORE COUNCIL’s policies; and (iii) by direct CORE COUNCIL inspection, in which a designated member or members of the CORE COUNCIL assesses compliance with the CORE COUNCIL policies.
  3. In every case, the standard for compliance shall be any reasonable interpretation by the MINISTER of the policy being monitored.
  4. All policies that instruct the MINISTER will be monitored regularly and rigorously, at a frequency and by a method chosen by the CORE COUNCIL. Any policy can be monitored at any time by any method, but ordinarily a routine schedule will be followed.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **230 MINISTER Monitoring Schedule**

Policy Type: CORE COUNCIL-MINISTER Relationship

Adoption Date: February 8, 2015

Modification Date:

**At each regular meeting the MINISTER will present a report detailing compliance to each Ministry policy and to scheduled Executive Limitation policies.**

<b>POLICY</b>	<b>METHOD</b>	<b>FREQUENCY</b>
<b>All 100 Ministry Policies</b>	internal	ongoing, and June
<b>Executive Limitations Policies</b>		
300 General MINISTER Limitations	internal	September
320 Treatment of Beneficiaries	internal	April
325 Staff Relations	internal	November and May
330 Communication & Support	direct	ongoing
340 Budgeting	internal	September
350 Financial Condition	internal	Jan, Apr, July, October
360 Protection of Assets	internal	October
370 Commercial Relations	internal	February

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **300 General MINISTER Limitations**

Policy Type: Executive Limitations

Adoption Date: August 17, 2014

Modification Date:

- A. The MINISTER shall not cause or allow any practice, activity, decision or organizational circumstance which is either unlawful, imprudent, contrary to the requirements of the MANUAL or Centers for Spiritual Living, or in violation of commonly accepted business and professional ethics.**
1. No decisions shall be taken which properly belong to the CORE COUNCIL as provided by Sections 400 of this document.
  2. Dealings with the STAFF, and BENEFICIARIES shall not be inhumane, unfair or disrespectful.
  3. The MINISTER shall not permit the CORE COUNCIL to be uninformed or unsupported in its work.
  4. Budgeting shall not deviate significantly from CORE COUNCIL "Ministry" priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight.
  5. Actual financial conditions at any time shall not incur fiscal jeopardy or compromise CORE COUNCIL "Ministry" priorities.
  6. Assets may not be unprotected, inadequately maintained or unnecessarily risked.
  7. The MINISTER may not enter into any grant or contractual arrangements that fail to emphasize primarily the MINISTRY of the CENTER and, secondarily, the avoidance of unacceptable means.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **320 Treatment of Beneficiaries**

Policy Type: Executive Limitations

Adoption Date: August 17, 2014

Modification Date:

- **From Policy Statement 300-2 “General MINISTER Limitations” which states:**  
***Dealings with... the BENEFICIARIES shall not be inhumane, unfair or disrespectful.***

Accordingly, the MINISTER shall not:

1. Fail to comply with privacy and personal information protection laws of the State of Ohio and the federal government of the United States.
2. Disclose personal information without the consent of those persons to organizations or persons outside of the Centers for Spiritual Living except when mandated or allowed to do so by law.
3. Fail to take all reasonable measures to ensure the safety of BENEFICIARIES using the CENTER’s building or contents either for the COMMUNITY’s own ministry or other use.
4. Fail to establish an adequate communications plan to inform BENEFICIARIES of what services and ministries are available from the CENTER, and shall not fail to carry out this plan.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **325 Staff Relations**

Policy Type: Executive Limitations

Adoption Date: August 17, 2014

Modification Date:

- **From Policy Statement 300-2 “General MINISTER Limitations” which states:  
*Dealings with the STAFF ... shall not be inhumane, unfair or disrespectful.***

Accordingly, the MINISTER shall not:

1. Fail to comply with the MANUAL or applicable laws of the State of Ohio and the federal government of the United States with respect to STAFF.
2. Fail to provide clear expectations of job duties and responsibilities.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **330 Communication and Support to the CORE COUNCIL**

Policy Type: Executive Limitations

Adoption Date: August 17, 2014

Modification Date:

- **From Policy Statement 300-3 “General MINISTER Limitations” which states: *The MINISTER shall not permit the CORE COUNCIL to be uninformed or unsupported in its work.***

Accordingly, the MINISTER shall not:

1. Permit information and advice to the CORE COUNCIL to have significant gaps in timeliness, completeness or accuracy.
  - a. Let the CORE COUNCIL be unaware of relevant trends, significant national policy changes, anticipated adverse media coverage, or significant changes among the OWNERSHIP or BENEFICIARIES, particularly changes in the assumptions upon which any CORE COUNCIL policy has previously been established.
  - b. Fail to provide for the CORE COUNCIL as many STAFF and external points of view, issues and options as needed for fully informed CORE COUNCIL decisions.
  - c. Neglect to submit monitoring data required by the CORE COUNCIL in a timely, accurate, and understandable fashion, directly addressing provisions of CORE COUNCIL policies being monitored.
  - d. Present information in unnecessarily complex or lengthy form.
2. Fail to advise the CORE COUNCIL if, in the opinion of the MINISTER, the CORE COUNCIL is not in compliance with its own policies.
3. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the CORE COUNCIL.
4. Fail to supply for the CORE COUNCIL’s agenda any item required by law or the MANUAL to be approved by the CORE COUNCIL.
5. Fail to report all received correspondence directly addressed to the CORE COUNCIL or its officers; or fail to present for consideration any correspondence on matters falling within the job description of the CORE COUNCIL.
6. Fail to include the CORE COUNCIL in any public press release mailing.
7. Fail to provide adequate financial and personnel resources for the work of the CORE COUNCIL.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **340 Budgeting**

Policy Type: Executive Limitations

Adoption Date: August 17, 2014

Modification Date:

- **From Policy Statement 300-4 “General MINISTER Limitations” which states:**  
*Budgeting shall not deviate significantly from CORE COUNCIL “Ministry” priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight.*
1. The MINISTER and TREASURER shall not fail to present a viable budget for the next fiscal year to the CORE COUNCIL each year by its October meeting for approval.
  2. The budget format shall not deviate from generally accepted accounting principles and practices.
  3. Budgets shall reflect a commitment to the long-range sustainability of the work of the COMMUNITY.
  4. Budgets will neither jeopardize, reprioritize, nor be inconsistent with the CORE COUNCIL’s “Ministry” policies.
  5. Revenues and expenditures are not to be budgeted without reference to past experience and to realistic projections.
  6. No budget shall be presented where expenditures are greater than a combination of revenue and other funds available for use in the COMMUNITY’s operating budget.
  7. Restricted funds will not be used for purposes other than those specified by the funds’ terms of reference.
  8. Budgets will not transfer revenues or expenditures from other funds if the terms of the funds disallow such transfers.
  9. Information to the CORE COUNCIL shall not lack sufficient detail to enable the CORE COUNCIL to assess the viability of the budget, nor will it exclude an articulated list of planning assumptions.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **350 Financial Condition**

Policy Type: Executive Limitations

Adoption Date: February 8, 2015

Modification Date:

- **From Policy Statement 300-5 “General MINISTER Limitations” which states:**  
*Actual financial conditions at any time shall not incur fiscal jeopardy or compromise CORE COUNCIL “Ministry” priorities.*

Accordingly, the MINISTER will not:

1. Allow the expenditure of funds by the end of the fiscal year to exceed anticipated unencumbered revenue for the same period of time.
2. Allow funds to unduly accumulate without being used for the purposes for which they were established OR transferred to an interest-bearing savings account.
3. Borrow money for the operations of the COMMUNITY.
4. Fail to pay all liabilities for payroll, suppliers, and taxes as due.
5. Allow expenditures to deviate significantly from priorities as established by the CORE COUNCIL.
6. Allow any significant budget variance to remain unreported nor unexplained.
7. Fail to notify the CORE COUNCIL when revenues from offerings fall significantly below the same level of revenue at the same time the previous year.
8. Fail to seek sound financial advice, on an ongoing basis, from a team of financial experts.
  - a. The Finance Team or Stewardship Core shall have no power to act, nor authority over the MINISTER.
  - b. The acts, minutes, and proceedings of the Finance Team or Stewardship Core meetings may be called upon by CORE COUNCIL at any time to monitor MINISTER performance.
  - c. Such MINISTER monitoring may only be against established CORE COUNCIL Ministry and Executive Limitations policies.
9. Fail to advise the CORE COUNCIL about any concerns raised by the external auditor or the plan the MINISTER proposes to answer those concerns.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **360 Protection of Assets**

Policy Type: Executive Limitations

Adoption Date: August 17, 2014

Modification Date:

- **From Policy Statement 300-6 “General MINISTER Limitations” which states:**  
*Assets may not be unprotected, inadequately maintained or unnecessarily risked.*

Accordingly, the MINISTER shall not:

1. Fail to insure assets against loss by fire and theft less than 100% of replacement cost.
2. Place any bank account with an institution which is not insured by the Federal Government.
3. Invest or hold capital in insecure instruments.
4. Exclude any asset or group of assets over \$1,000 from a register of assets.
5. Receive, process or disburse funds under controls which are insufficient to meet the CORE COUNCIL-appointed auditor’s accepted standards.
6. Jeopardize the intellectual property, information and files through loss, theft, significant damage or unauthorized duplication.
7. Jeopardize the charitable tax receipt status (501)(c)(3) status of the CENTER.
8. Acquire, encumber or dispose of real property.
9. Unnecessarily expose the CORE COUNCIL to claims of liability.
10. Endanger the CENTER's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.
11. Fail to comply with the terms of the insurance policies that protect the assets of the CENTER.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **370 Commercial Relations**

Policy Type: Executive Limitations

Adoption Date: August 17, 2014

Modification Date:

- **From Policy Statement 300-7 “General MINISTER Limitations” which states:** *The MINISTER may not enter into any grant or contractual arrangements that fail to emphasize primarily the MINISTRY of the CENTER and, secondarily, the avoidance of unacceptable means.*

Accordingly, The MINISTER shall not enter a commercial relationship or transaction which clearly contradicts the CORE COUNCIL’s “MINISTRY” policies.

1. In relations with commercial relationships or transactions who are not excluded by the above, the MINISTER shall not:
  - a. make any purchase from a vendor which does not represent best value.
  - b. treat any commercial relationship or transaction in an unfair or inequitable manner, nor give any preference based on any criterion other than the delivery of best value (“value” to include consideration of achieving MINISTRY ends).
  - c. violate the terms of the purchase or contract agreement.
2. There shall be no conflict of interest in awarding purchases, contracts or in making other decisions related to commercial transactions.
3. The MINISTER shall not fail to maintain and follow a rental policy that promotes MINISTRY ends within reasonable revenue and expense limitations.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **400 CORE COUNCIL Accountability**

Policy Type: Governance Process

Adoption Date: November 16, 2014

Modification Date:

#### **A. The CORE COUNCIL will *listen* to the OWNERSHIP:**

1. It will use traditional and innovative means to listen for the voice of Spirit within the words of the OWNERSHIP.
2. It will identify groups and individuals within the OWNERSHIP and within the general community, through whom the voice of Spirit may be heard, and arrange appropriate methods to hear those voices.

#### **B. The CORE COUNCIL will be *accountable* to the OWNERSHIP:**

1. CORE COUNCIL will report to the COMMUNITY at the annual general meeting.
2. CORE COUNCIL will regularly inform the COMMUNITY of its work through formal channels and informal communications.
3. The CORE COUNCIL will report on its own work only, which is not to be confused with the work of the MINISTER.
4. CORE COUNCIL will conduct itself in accordance with the requirements of the MANUAL and the Centers for Spiritual Living.
5. CORE COUNCIL will consider all written appeals of any decision of the MINISTER.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **410 CORE COUNCIL's Calling**

Policy Type: Governance Process

Adoption Date: November 16, 2014

Modification Date:

- A. **CORE COUNCIL's prayerfully considered call is to represent the OWNERSHIP in discerning, monitoring and ensuring that who we are, what we do and what we are committed to are embodied, enabled and lived out in all of the life and work of the COMMUNITY.**

Accordingly,

1. The CORE COUNCIL will produce written governing policies that, at the broadest levels, address each category of organizational decision.
  - a. **MINISTRY:** discerns the ends (results) to be achieved, for whom and at what cost.
  - c. **EXECUTIVE LIMITATIONS:** places constraints on the authority of the MINISTER, establishing the boundaries within which all activities and decisions must take place.
  - d. **GOVERNANCE PROCESS:** specification of how the CORE COUNCIL conceives, carries out and monitors its own task.
  - e. **CORE COUNCIL-MINISTER RELATIONSHIP:** how power is delegated to the MINISTER and its proper use monitored; the MINISTER's role, authority and accountability.
2. The CORE COUNCIL will monitor and hold to account the MINISTER in his/her performance in complying with Ministry and Executive Limitation policies.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **430 Disciplines and Practices**

Policy Type: Governance Process

Adoption Date: **November 16, 2014**

Modification Date:

- A. The CORE COUNCIL will practice the disciplines necessary to govern with excellence.**
1. CORE COUNCIL meets as outlined in the Bylaws.
  2. CORE COUNCIL members will educate themselves about the OWNERSHIP, appropriate “Ministry”, adopted CORE COUNCIL policies and good governance practice.
  3. CORE COUNCIL members will prepare for each meeting and will follow through on work commitments made at each meeting.
  4. CORE COUNCIL meetings are for the primary purpose of getting the CORE COUNCIL’s work done in an efficient, effective and faithful manner.
    - a. meetings will normally be held monthly.
    - b. a quorum for meetings will be 4 members, one of whom is the MINISTER.
    - c. agendas, appropriate correspondence, and supporting documentation will normally be distributed for receipt and consideration by all members at least one week in advance of the meeting.
    - d. Minutes of CORE COUNCIL meetings will be reviewed by the MINISTER and distributed to the members of CORE COUNCIL within two weeks of the date of the meeting.
    - e. all members will be shown respect at all meetings.
    - f. members will together monitor their adherence to the CORE COUNCIL’s policies and practices.
    - g. a member absent from three consecutive CORE COUNCIL meetings will be removed from the CORE COUNCIL, and the nomination and election process will immediately begin except in cases of illness or bereavement.
    - h. CORE COUNCIL will permit anyone to observe a CORE COUNCIL meeting, but will generally not allow participation in discussion and never in voting.
    - i. CORE COUNCIL reserves the right to meet behind closed doors (all CORE COUNCIL members only) at any time.
  5. The CORE COUNCIL will strive to make all decisions by consensus. If consensus is deemed not possible after three attempts, the decision in question will be made by a simple majority vote. Decisions will be recorded by motion duly made and seconded.

- a. members will voice their opinions on issues to ensure the diversity of the ownership is heard.
  - b. the Chair will determine the appropriate time in a conversation that a motion will be made.
6. CORE COUNCIL Selection Process:
- a. Shall be conducted according to the Bylaws Appendix A.
  - b. The CORE COUNCIL will have discretion to appoint a replacement to complete the term of office of a member who for whatever reason fails to complete his/her term. The process used will be identical to the annual process except that no separate appointment will be made if the vacancy falls within 3 months prior to the annual meeting, at which time it will remain vacant and processed at the same time as for members retiring through rotation. The person so appointed to the irregular vacancy will be appointed for a period to complete that part of the 3-year term only, so that the rotation of other CORE COUNCIL members will not be affected.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **440 Governing Style**

Policy Type: Governance Process

Adoption Date: **November 16, 2014**

Modification Date:

**A. The CORE COUNCIL will govern with an emphasis on**

- a) spiritual reflection
- b) outward vision rather than internal preoccupation
- c) encouragement of diversity in viewpoints
- d) future, rather than past or present
- e) pro-activity rather than reactivity
- f) consensus as a means of decision-making
- g) good leadership, rather than administrative detail

Accordingly,

1. The CORE COUNCIL as a group will assume responsibility for excellence in governance.
2. The CORE COUNCIL will maintain its major focus on the intended long-term effects among the BENEFICIARIES, not on the administrative or programmatic means of attaining those effects.
3. The CORE COUNCIL will direct, oversee and inspire the work of the COMMUNITY by establishing written policies expressing the Ministry to be achieved and the means to be avoided. These policies will reflect values and priorities discerned by listening to the OWNERSHIP.
4. The CORE COUNCIL will cultivate a sense of group responsibility where the gifts and expertise of individuals enhance the ability of the CORE COUNCIL as a body to govern with excellence.
5. The CORE COUNCIL will exercise whatever discipline is needed to govern with excellence. Emphasis will be placed upon continual educational development, including new member orientation and self-monitoring of the governance process.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **450 CORE COUNCIL Members' Code of Conduct**

Policy Type: Governance Process

Adoption Date: **November 16, 2014**

Modification Date:

- A. The CORE COUNCIL commits itself to ethical, respectful and lawful conduct, including proper use of authority and appropriate decorum when acting as CORE COUNCIL members.**

Accordingly,

1. Members shall represent unconflicted loyalty to the interests of the OWNERSHIP. This accountability supersedes any conflicting loyalty such as that to other church affiliation, advocacy or interest groups, or membership on other governing boards, committees or staffs. It also supersedes the personal interest of any member acting as a BENEFICIARY.
2. Members must avoid conflict of interest.
  - a. there must be no self-dealing or any conduct of private or personal services between any CORE COUNCIL member and the CENTER except as procedurally controlled to assure openness, competitive opportunity and equal access to information.
  - b. when the CORE COUNCIL is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall declare the conflict and the CORE COUNCIL will decide if it will be necessary to ask the member to absent herself or himself without comment from both the deliberation and the vote.
  - c. members shall not use their position to obtain employment within the CENTER. Should a member desire employment, he or she must first resign from the CORE COUNCIL.
3. Members will respect the confidentiality appropriate to issues of a sensitive or personal nature. Members will not disclose personal information without the consent of those persons except when mandated or allowed to do so by law.
4. Members will use the following approach to conflict resolution:
  - a. We will initiate actions needed to preserve unity and peace.

- b. We will honor differences by taking the time to listen in order to understand, and by speaking in considerate ways.
- c. We will respect one another, speaking opinions in love and maintaining solidarity – especially in the presence of differences.
- d. If at any time we have a constructive criticism or complaint against another member, we will safeguard the spiritual unity of the CORE COUNCIL by taking these steps: First, take it to prayer. Second, go to the person alone; third, if necessary, go to him or her with two or more witnesses; fourth, if necessary, bring the matter before the whole group.
- e. If another person brings to us any criticism or complaint against any other member of the CORE COUNCIL, we will direct that person to take the steps prescribed above. If the situation requires, we will be willing to go with that person as a witness. We will not entertain any kind of criticism or complaint against any other member, except in the presence of the one against whom the criticism or complaint is made.
- f. We will pray for the awareness of our own part in any rift between us, for the recognition of Spirit's nurturing presence with others, and for the healing for any threatened relationship.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **460 Chair's Role**

Policy Type: Governance Process

Adoption Date: **November 16, 2014**

Modification Date:

**A. The Chair assures the integrity and fulfillment of the CORE COUNCIL's process and, secondarily, occasionally represents the CORE COUNCIL to outside parties.**

1. The job result of the Chair is that the CORE COUNCIL behaves consistently with its own rules and those legitimately imposed upon it from outside the COMMUNITY.
  - a. Meeting discussion content will be only issues that, according to CORE COUNCIL policy, clearly belong to the CORE COUNCIL, not the MINISTER.
  - b. Deliberation will be fair, open, and thorough but also timely, orderly, and to the point.
  
2. The authority of the chairperson consists in making decisions that fall within topics covered by CORE COUNCIL policies on Governance Process and CORE COUNCIL-MINISTER Linkage, except where the CORE COUNCIL specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
  - a. The Chair is empowered to chair CORE COUNCIL meetings with all the commonly accepted power of that position (for example, ruling, recognizing).
  - b. The Chair plans and proposes the CORE COUNCIL agenda in consultation with the MINISTER.
  - c. The Chair has no authority to make decisions about policies created by the CORE COUNCIL within MINISTRY and MINISTER limitation policy areas.
  - d. The Chair may represent the CORE COUNCIL to outside parties in announcing CORE COUNCIL-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
  - e. The Chair may delegate this authority but remains accountable for its use.
  - f. The Chair appoints Ministry Liaisons and ad hoc CORE COUNCIL Committees as required.
  
3. The Chair does not supervise or direct the MINISTER or STAFF, or vice-versa.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### **470 Diversity and One Voice**

Policy Type: Governance Process

Adoption Date: **November 16, 2014**

Modification Date:

- A. The CORE COUNCIL will govern with a proactive regard for diversity of views and opinions among its membership while recognizing that its authority is corporate, represented by “speaking with one voice”.**
1. CORE COUNCIL discussion will encourage diverse points of view to be expressed.
  2. The CORE COUNCIL will speak with “one voice” taking care not to present conflicting messages regarding its decisions to its OWNERSHIP or BENEFICIARIES.
    - a. CORE COUNCIL decisions will be stated as clearly as possible in written form.
    - b. Only written CORE COUNCIL policies will direct the work of the MINISTER.
    - c. CORE COUNCIL members as individuals will exercise discipline by not directing the STAFF.
    - d. CORE COUNCIL members will exercise discipline by not misrepresenting the decisions of the CORE COUNCIL to the OWNERSHIP or BENEFICIARIES and the general public.

# Columbus Center for Spiritual Living

## CORE Council Policy Statement

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### 480 Policy Review Schedule

Policy Type: Governance Process

Adoption Date: February 8, 2015

Modification Date:

1. All CORE COUNCIL policies shall be reviewed on a regular basis. A schedule will be set up beginning in **March 2015**.
2. The goal of the review is not monitoring (ensuring the policy is being carried out) but to ensure that the policy adequately addresses the area of concern and clearly represents the current mind of the CORE COUNCIL.

POLICY	FREQUENCY	TIMING
<b>100 Ministry Policies</b>	Bi-annual	April, September
<b>300 Executive Limitation Policies</b>	Annual	May
<b>CORE COUNCIL-MINISTER Relationship</b>	Annual	
200 MINISTER Relationship		January
210 MINISTER Delegation of Authority		January
220 Monitoring MINISTER Performance		February
230 MINISTER Monitoring Schedule		February
<b>Governance Process</b>	Annual	
400 CORE COUNCIL Accountability		September
410 CORE COUNCIL's Calling		September
430 Disciplines and Practices		September
440 Governing Style		November
450 Members' Code of Conduct		November
460 Chairperson's Role		November
470 Diversity and One Voice		November
480 Policy Review Schedule	Annual	September

3. All policies will be externally reviewed at such a time as the CORE Council contracts an external accountant in the preparation of the audit or review.