

**ORGANIZATIONAL DESIGN MODEL  
of  
CENTERS FOR SPIRITUAL LIVING**

*(Restated & Approved March 14, 2025)*

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## INTRODUCTION

The Organizational Design Model (“ODM”) for Centers for Spiritual Living (herein sometimes called the “Organization”) is a visionary and philosophical guide and governing document for the Organization's expression internally and outwardly in the World. The Organizational Design Model is offered in the spirit of collaboration, innovation, creativity, and forward- thinking. It is designed to create and support an Organization that is effective for, and reflective of, a 21st century spiritual movement.

The Organizational Design Model, Bylaws, and Policies & Procedures Manual (“PPM”) form the three pillars of the Organization. The Organizational Design Model provides the vision, culture, values, principles, and intention that form the spirit and inner framework of Centers for Spiritual Living (the ‘Spirit of the Law’). The Bylaws provide the legal and corporate framework required to operate Centers for Spiritual Living in accordance with federal and state laws (the ‘Letter of the Law’). The Policies & Procedures Manual provides the specific details, practices, processes, and guidelines used by Centers for Spiritual Living to manage its operations.

Therefore, in matters of law, the Bylaws take precedence. In all other matters, the leadership and community are guided by the spirit and vision of the Organizational Design Model. Particular organizational structures and functions will undoubtedly change to maintain and improve effectiveness of the Organization; however, the spirit, vision, principles, and purposes of the Organizational Design Model are intended to abide through time and to support the evolution of Centers for Spiritual Living. It is a living, breathing design, open to further interpretation and refinement based upon both the unfolding vision of the Organization, and consensus-building discussions within the leadership and community as a whole.

## SECTION ONE – DECLARATION OF PRINCIPLES

*(First published by Ernest Holmes, Science of Mind® magazine, October 1927; gender-neutral revision 1997.)*

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 incarnation of the Spirit in humankind and that all people are incarnations of the One Spirit....We believe in the eternity, the immortality and the continuity of the individual soul, forever and ever expanding....We believe that the Kingdom of Heaven is within us and that we experience this Kingdom to the degree that we become conscious of it....We believe the ultimate goal of life to be a complete emancipation 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.

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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 humankind is God.

## **SECTION TWO – OUR GLOBAL VISION FOR CENTERS FOR SPIRITUAL LIVING:**

- We envision all people, all beings, and all life as expressions of God.
- We see a world in which each and every person lives in alignment with their highest spiritual principle, emphasizing unity with God and connection with each other; a world in which individually and collectively we are called to a higher state of consciousness and action.
- We envision humanity awakening to its spiritual magnificence and discovering the creative power of thought; a world where each and every person discovers their own personal power and ability to create an individual life that works within a world that works for everyone.
- We envision a world in which we live and grow as One Global Family that respects and honors the interconnectedness of all life; a world where this kinship with all life prospers and connects through the guidance of spiritual wisdom and experience.
- We envision a world where personal responsibility joins with social conscience in every area of the political, corporate, academic, and social sectors, providing sustainable structures to further the emerging global consciousness.
- We envision a world where each and every person has enough food, a home and a sense of belonging; a world of peace and harmony, enfranchisement and justice.
- We envision a world in which resources are valued, cared for, and grown, and where there is generous and continuous sharing of these resources.
- We envision a worldwide culture in which forgiveness (whether for errors, injustices, or debts) is the norm.
- We envision a world which has renewed its emphasis on beauty, nature, and love through the resurgence of creativity, art, and aesthetics.
- We envision a world that works for everyone and for all of creation.

## **SECTION THREE – OUR VISION AS AN ORGANIZATION**

- Centers for Spiritual Living is a global organization comprised of individuals and communities committed to living consciously as expressions of God.

- Centers for Spiritual Living stands upon the foundation of ageless spiritual principles that have been passed down through millennia and synthesized in the teachings of the Science of Mind by our founder, Ernest Holmes.
- Through our personal lives and organizational culture, Centers for Spiritual Living is in service to all of life through sustaining a consciousness of ever-unfolding love, peace, and abundance.
- We are communities of individuals living the spiritual truth of our being, knowing that same truth for all creation.
- We know that there is One Life, everywhere expressing Its infinite nature, and that this Life is called many things: Universal Intelligence, Beauty, Infinite Abundance, Peace, Spirit, Joy, Creativity, or simply God.
- We demonstrate the Oneness of Spirit in everything that we do, knowing that this Oneness is inclusive of race, age, ethnicity, culture, history, religion, political affiliation, experience, gender, and sexual orientation.

#### **SECTION FOUR –OUR ORGANIZATIONAL CULTURE**

- We are a healthy, effective organization honoring and respecting each other and all of creation.
- We are known for the love that we share throughout our community and the world.
- We stand together in a shared commitment and devotion to our spiritual principles, practices, and values.
- We are committed to acknowledging, learning about, supporting, respecting, celebrating, and honoring the cultural individuality of all people and all countries.
- We are all in this Life together and we include everyone in our vision of a peaceful, loving world.
- We embrace the evolution and revelation of higher consciousness.
- We are prayerful and principled in our decision-making and actions.
- We practice the spiritual tools put forward by our founder, Dr. Ernest Holmes, in *The Science of Mind*, and by other spiritual leaders and mystics who teach and apply truth principles for our individual lives.

#### **SECTION FIVE – HOW OUR CULTURE EXPRESSES AND MANIFESTS**

- We are open, receptive, and welcoming of all people, all faiths, and all paths to God.
- We are a community empowered with the realization of unity and wholeness, from which flows the ultimate healing power of forgiveness and love.
- We perceive the world with an understanding of the wholeness of all life and all things not as a *place to fix*.
- We strive to assist individuals in their own evolutionary awakening process; we encourage all of our Members to live courageous, fearless lives, and to be passionate about life and

its possibilities.

- We are meaningfully involved with service to the world. As an organization we are a global community that embraces peace, love, and compassion.
- We serve as a voice for the universal attributes of peace, love, beauty, joy, abundance, light, inclusion, equity, justice, and power.
- We teach spiritual solutions and practices to address the everyday challenges of life.
- We are without doctrine or dogma and we are “open at the top.” We are receptive to new revelations of truth. Our growth is guided by a continuous sensitivity to the unfolding vision for our community.
- We are one community with many locations. Every Member Community of Centers for Spiritual Living serves as a point of inspiration and dynamic influence for our shared vision. We express this vision through compassionate service to our Member Communities and to the world.
- We embrace and support the experience of shared leadership and we welcome the gifted, talented, and committed to meaningful and ethical influence and service in Centers for Spiritual Living. We are an open system that encourages the participation of qualified individuals or groups in all ministries, programs, and processes of governance. We offer direct involvement to those who have the appropriate motivation, talents, and gifts.
- We value the constituencies within our extended community exhibited by inviting, encouraging, and expecting each to have a voice and place in our expansion, and by empowering and honoring their contribution to the evolution of Centers for Spiritual Living.
- Our intention is that our rich expression as spiritual community cultivates leaders. Our goal is to generate an abundance of spiritual leaders to assist in the spiritual evolution of humanity.
- We practice clear standards of conduct based on our vision and aligned with our shared values and guiding principles, which are clearly articulated for Ministers, Practitioners, and Members of our communities. We offer these standards as opportunities, rather than demands and requirements.
- Our mediation and peacemaking activities encourage the embracing of these standards, creating an environment in which honest reflection and growth are the norm.
- We are active in global programs and we form alliances with other organizations whose philosophies and missions parallel our own.

## **SECTION SIX – OUR SHARED VALUES**

- **Accountability:** We account for our activities, disclose them in a transparent manner, and accept responsibility for our actions and the obligations entrusted to us.
  - **Open Communication:** We communicate openly with each other in an atmosphere of collaboration and inclusion.

- **Financial Health and Prosperity:** We express order and balance in our finances toward achieving optimal financial well-being. Through the richness of our teaching and its application, we value the principle of abundance and its expression as prosperity as a means to provide resources to empower our personal and collective vision.
- **Integrity:** We embrace the quality of being honest and strive to let our inner convictions match our outer actions. We express wholeness, honesty and fairness in our relationships and activities.
- **Love:** We embrace Love as the Self-Givingness of God to all creation, moving through us into expression as compassion, caring, mutual respect and kindness. We express Love as:
  - **Community Service:** We dedicate our time, talent, treasure, and expertise to the healthy and joyful evolution of our spiritual community, the community in which we live and the greater community of the world.
  - **Safety:** We create a community wide climate conducive to honest reflection and deep and direct communication.
  - **Compassion and Caring:** We express interest in and support for the well-being of ourselves and others. We express unconditional love when observing the suffering of others and do what we can to give aid and show compassion.
- **Spiritual Living:** As we learn and practice our philosophy, the Science of Mind, we live principle-centered, Spirit-led lives and turn to our principles for guidance in all moments and all areas of our lives. We express Spiritual Living as:
  - **Diversity, Justice, Belonging and Inclusivity:** We value, embrace and celebrate the individual uniqueness and contribution of all people as they express through differences of race, gender, gender expression, ethnicity, culture, history, experience, talents and sexual orientation. We intentionally seek to include representatives from all our organizational constituencies in leadership, sacred service and decision making.
  - **Education:** We walk a path of awakening, growth, and spiritual deepening through classes, workshops, seminars, and spiritual practices that allow us to embrace education as a lifelong endeavor.
  - **Transformation and Evolution:** We do deep inner personal work of self-discovery and healing to reveal the greater truth of our divinity, wholeness, and freedom.
  - **Creativity:** We allow the ongoing activity of Spirit into our hearts, minds and activities to bring forth new forms and expressions to inspire and guide.
  - **Continuous Improvement:** We consistently welcome more and more of the Divine Nature to be realized within us and revealed through our relationships, our decisions and our contributions to the world.

## SECTION SEVEN – OUR GUIDING PRINCIPLES, PRACTICES, AND PROCESSES

**Our Guiding Principles** are the truths, concepts, and ideas of our faith tradition, the Science of Mind. They guide our consciousness, thinking, behavior, and actions. They are the inner spiritual foundation of our personal and collective lives. They are where we stand, what we stand for, and what we live from. We are motivated and moved by our spiritual understanding of the universal life force, from which everything and everyone emanates, that is within, through, and around us all. We honor all the world's great spiritual traditions. We welcome all into the experience of our spiritual community.

**Our Guiding Practices** are the spiritual practices and consciousness-elevating techniques that allow us to live from our inner being of Divine wholeness and to be a beneficial presence in the world. They include spiritual mind treatment (affirmative prayer), visioning, the Co-Creation Process, meditation, mindfulness, sacred service, spiritual education, and the principle and practice of tithing/committed-giving.

**Our Guiding Processes** are personal and collective ways of functioning across our spiritual community that support the realization and revelation of our intentions to awaken humanity to its spiritual magnificence and create a world that works for everyone. These ways support us in living from the inner spiritual principles we embrace and they include:

**Spiritual Mind Treatment and Visioning:** To anchor our realization of oneness with God and to harness the creative power of thought, we emphasize the value of spiritual mind treatment and visioning. We use spiritual mind treatment to begin and end all meetings and collective sessions and center ourselves at any time in the knowing of Truth. Visioning is used to open us to the Divine Idea or Intention seeking outlet through us and our activities.

**Leaders as Visionaries:** All levels of leadership are centered on the facilitation of the integrated vision and the ever-unfolding action steps revealed through spiritual mind treatment, visioning, and other spiritual practices. A collective commitment to discern the higher pathway for the unfolding of the greater global vision and to facilitate its progress supersedes advancing personal preferences and opinions. Our leadership involves as many as possible, with the intention of continually cultivating more leaders.

**Congruence:** The guiding principle of congruence suggests an all-pervading dedication to living our values and principles and to advancing our integrated vision and mission in every way possible. Our communities and their Members are dedicated to being the living embodiment of the Science of Mind. Congruence is the catalyst for the demonstration and actualization of our individual Divine potential and collective universal vision.

**Open Communication:** Information, intuition, and insights flow openly and dynamically through the Organization, enhancing creativity, engendering a sense of inclusion and nurturing the efficient resolution of misunderstandings.

**Accountability and Teamwork:** By means of authentic dedication to our guiding principles and values, we are consistently accountable for our commitments, actions, and all-

inclusive participation. At all levels, we work together to achieve our vision and to develop an ever richer, more involved and impactful local and global community.

## **SECTION EIGHT – INTENTIONS**

**Section 8.1. Inspiration:** Our intention is to be continuously inspired by leading-edge thinking in organizational design, renewal, and leadership. We seek to demonstrate an organization that is based in Spiritual Principles and guided by values-based leadership. We seek to understand and be informed in our evolvment by the spirit of the Organizational Design Model. Rather than seeking to impose the letter of the law, we seek to reveal its spirit, and to find new ways of being and doing our work together.

**Section 8.2. Organizational Chart:** The Organizational Chart for Centers for Spiritual Living is expressed as a series of concentric circles with God/Spirit as both the center and the circumference of all that we are and all that we do. The intention in this model’s design is to move beyond a top-down hierarchical structure in both conception and functioning, and to capture in two-dimensional form the spirit of collaborative leadership that is at the heart of the Organization. While there remain natural hierarchies based upon scopes of responsibility and lines of decision-making, the model seeks to express that we are all guiding and evolving the Organization together.

**Section 8.3. Transformation:** The leadership of Centers for Spiritual Living constantly intentionally seeks to inform, enlighten, and inspire itself and the entire Organization in new ways, methods, and ideas about organizational design, leadership styles, and general best business and church practices. Leadership is committed to providing the information and support to leadership and communities throughout the Organization.

**Section 8.4. Participation and Service:** Our model encourages qualified individuals from all over the world to serve at all levels of Centers for Spiritual Living. We offer direct involvement in difference-making programs, ministries, and activities to all who have the motivation, talents, and gifts. We equally value the participation of Ministers, Practitioners, and Members of our communities.

The Organization believes in the value of service as a spiritual practice. We invite and encourage our Ministers, Practitioners, and Members of our communities to serve the Organization through a variety of roles as an expression of sharing their gifts. Our Organization has many key roles intended to be filled by those in service. We value the gifts shared by those in service and appreciate their rich contributions to the ongoing affairs of the Organization. We recognize that we are an Organization that is a result of the contributions made by those in our field, combined with those who are paid for the work that they do. We seek to have significant participation by our field in all aspects of the Organization, including both administration and operations.

**Section 8.5. Consensus/Decision-Making:** Decision-making at all levels of Centers for Spiritual Living is informed by vision and uses appropriate decision-making models. Consensus is the main process used by leadership groups, committees, and teams to make decisions. There continues



to be a place for many types of decision-making processes; groups may choose their own method. Consensus is based on the idea that all sides of a decision are aired; all input gathered; then reasoned conversation follows which seeks to reveal the wisdom of the group. When the wisdom of the group has been revealed, a decision has been made. This does not mean unanimity has been reached, nor does it mean that every opinion has been included — it does mean that every point of view has been explored and every person fully heard. Members have the option to disagree but go along with the wisdom of the group or to disagree so completely that the wisdom of the group clearly has not been reached. This means the process needs to continue until consensus is fully achieved. Once a decision has been made, all Members agree to support the decision regardless of their personal opinions along the way toward building consensus. The "three Cs" (clarity, consensus, and commitment) process for determining that consensus has been reached is outlined in the Policies & Procedures Manual.

**Section 8.6. Youth:** We acknowledge that Youth are a vital, intelligent, and energetic part of our community. It is the intention of Centers for Spiritual Living to serve the children, teens, and young adults within our community through education, modeling, and sharing of the Science of Mind principles as a way of life. Our commitment extends to the continuing support and development of a new generation of leaders steeped in the wisdom that is the foundation of our philosophy. Therefore, we actively support all young people through offerings of education, training, camps, and special programs. We also encourage them to participate in these and other community activities, and when possible, to serve on committees and in leadership roles.

**Section 8.7. Partnerships and Strategic Alliances:** Centers for Spiritual Living seeks to establish conscious partnerships with organizations and individuals considered to be like-minded and with whom we share intentions for spiritual awakening and the revelation of a peaceful and healthy world. We are proactive in continuing to create alliances and partnerships in order to consciously expand and extend our connections with other organizations and individuals and to join with them in shared programs, projects, and activities. Our conscious intentions in this regard are to: creatively connect with corporations, organizations, philanthropists, and highly motivated individuals; establish alliances based in shared purpose and intention; collaborate for a higher good; work with power, strength, and love; provide speakers, platforms, and other opportunities that cultivate alliances and promote peace; and invite the New Thought community and other faiths and spiritual groups to join us in our intentions for global engagement.

**8.7.1.** Centers for Spiritual Living's alliances may occur not only through spiritual alignments, but also through both local and global business partnerships. They may include formal joint ventures, relationships, and other business structures. All business relationships will be organized and operated in a manner so as to maintain the status of the Organization as tax exempt under section 501(c)(3) of the Internal Revenue Code. We acknowledge that Centers located outside of the United States may be subject to different needs and considerations in meeting local requirements and may not adhere strictly to U.S. Internal Revenue Code Section 501(c)(3), and to that extent, strict compliance will not be required.

**Section 8.8. Partnering With and Supporting our Member Communities:** Our entire organization and community takes responsibility for the support and enrichment of our Member Communities, as well as for the fostering of new works and ministries. We are committed to supporting our Member Communities, Ministers, Practitioners, Community Members, and other works and ministries in all areas of their activities, and to providing clear communication channels for all of these groups to ensure their health and vitality. We value having well-trained Ministers, Practitioners, and Community Members working with time-honored and leading-edge tools, practices, models, and resources to serve our communities. We value a supportive environment that is non-judgmental, compassionate, and safe for Ministers, Practitioners, and Community Members to communicate issues, needs, and successes with their field support team and the headquarters. Our Member Communities, Ministers, Practitioners, Community Members, and other works and ministries have all of the tools, resources, and the best training to fulfill their vision and mission in the highest way. We actively engage in the ongoing development of programs that support this intention, knowing that through time the specific ways and means of accomplishing this may shift and change.

**Section 8.9. Standards and Support:** Our Organization and spiritual community is established on clear standards of practice and conduct based on our Vision, aligned with our Shared Values and Guiding Principles, and articulated for Ministers, Practitioners, and Members of our communities through policies and procedures. Spiritual maturity and the highest level of professionalism are essential qualities of the Organization.

**Section 8.10. Ethics and Professionalism:** The Organization is committed, through its Organizational Design Model, Bylaws, and Policies & Procedures Manual, to set forth, maintain, and apply ethical and professional standards for its Ministers, Practitioners, and Members of our communities that are representative of our richly diverse Member Communities, contemporary, thoughtful, transparent, fair, and responsive. These standards reflect our commitment to Divine Love, respect, and accountability in the world, and will be implemented always, with spiritual practice, open dialogue, and the recognition of Divine Presence.

**Section 8.11. Mediation and Peacemaking:** The Organization creates programs to develop a culture that proactively supports ethical behavior and healthy relational dynamics within our Member Communities. This includes the expansion of existing programs, creation of new ones, and sunseting of others when appropriate. Some examples of these programs include ongoing education to support healthy, vital spiritual communities, especially in the areas of communication, diversity/equity/inclusion/belonging/justice, conflict management, relationships, and agreements for Ministers, Practitioners, and Members of our communities.

## **Section 8.12. Involvement in the World Scene**

**8.12.1. Global Community Projects:** Centers for Spiritual Living engages in collaborative global community projects that facilitate our contribution to: expanding peace in the world, eliminating hunger and homelessness, providing basic education, creating a sustainable relationship with the earth, maintaining a clean environment, ending disenfranchisement, mentoring and support for emerging spiritual centers/centres and local and global

community service projects which supply aid to those requiring assistance.

**8.12.2. Cultural/Social Issues:** Centers for Spiritual Living and its Member Communities are spiritual in nature, however there may be a call for our principles to be expressed in contexts wider than one's personal life and to be applied to collective and global issues. That response shall always be made in light of and not jeopardize the status of the Organization or its Member Communities under section 501(c)(3) of the Internal Revenue Code.

**8.12.3. International Expansion:** Centers for Spiritual Living is dedicated to the growth and expansion of the teaching of the Science of Mind in the world. We envision an ever-expanding global ministry that promotes global transformation through personal transformation by developing, supporting, growing, and empowering international spiritual communities; by facilitating a large variety of teaching modalities to the diverse communities of the world, emphasizing distance learning classes, global education, oversight and coordination for the testing and licensing of international Ministers, Practitioners, and other spiritual directors or leaders; by providing the translations of our teaching into many languages; by supporting international trips, conference support and special events; and by marketing the teaching of the Science of Mind to the world.

## **SECTION NINE – MEMBER COMMUNITIES; GLOBAL ORGANIZATON**

**Section 9.1. Member Communities:** Centers for Spiritual Living is comprised of its Member Communities, which serve their own constituents throughout the world. Member Communities may include, but are not limited to, communities, churches, centers, teaching chapters, special focus ministries, virtual ministries, institutes, other non-profit corporations, and other entities the Organization may recognize in the future. The Member Communities are a collaborative system through which the teachings and mission of the Organization flow. The Organization and its Member Communities enter into a mutually supportive and mutually beneficial relationship through the Affiliation Agreement. The Organization has the authority to grant charters to establish Member Communities.

**Section 9.2. Global Organization:** Centers for Spiritual Living recognizes that while it originated in the United States, we are a Global Organization. As we grow globally, laws and regulations will be different depending upon the region. As we encounter these diverse requirements, we will work with our global affiliates to appropriately acknowledge and represent their laws and regulations within the scope of our overall organization.

## **SECTION TEN – ORGANIZATIONAL STRUCTURE AND FUNCTION**

**Section 10.1. Organizational Structure:** The Organizational Structure of Centers for Spiritual Living is expressed in the following chart as a series of concentric circles with God/Spirit as the center and circumference of all we are and all we do. Each ring within the chart represents an essential element of our organizational design.

**The Innermost Circle** bears the word “God,” representing that God/Spirit is the Presence, Power, Intelligence, and Love in which we live, move, and have our being as individuals and as the collective experience of our organization. The dotted lines express that the reality of God extends from this center through and as every aspect of our organizational system.

**The Second Ring** is designated “Spiritual Practices” and includes spiritual mind treatment, visioning, meditation and other practices by which we unify ourselves with God, center our activities in Spirit, and affirm and welcome the unfolding revelation of good.

**The Third Ring**, “The Field,” represents our affiliated Member Communities, ministries, Practitioners, Community Members, groups, and their people. The Field elects, empowers, and holds accountable the leadership of the Organization.

**The Fourth Ring**, the “Leadership Council,” is the body of elected leaders who serve the function of a board of directors, conducting the business of the Organization and guiding its evolution.

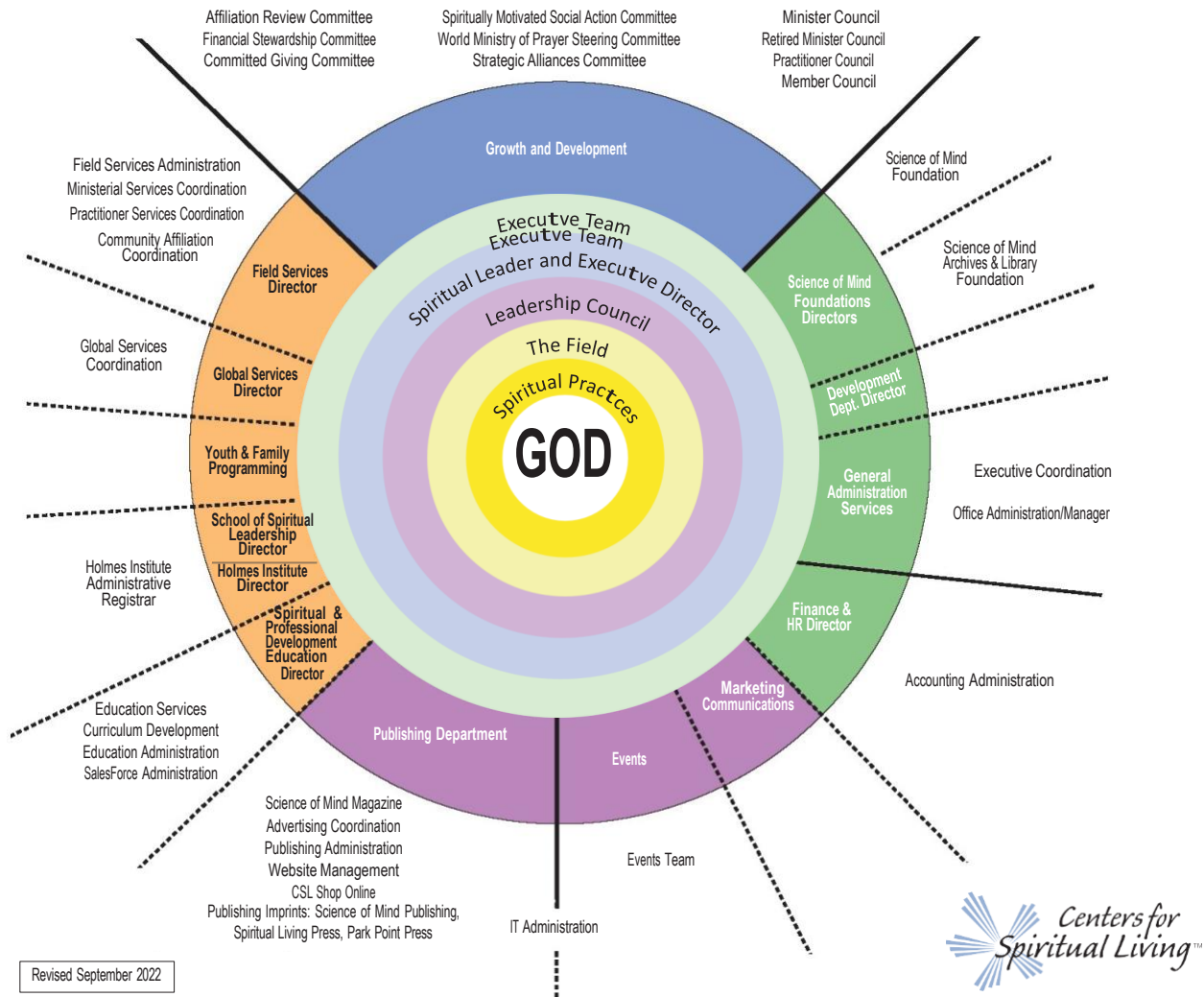
**The Fifth Ring**, “Spiritual Leader and Executive Director,” expresses the shared leadership relationship between these leaders. While each has specific duties and responsibilities, they work together to care for the people of the Organization by guiding and evolving its activities.

**The Sixth Ring**, Supervisory oversight of the day-to-day business and administration of the Organization is the responsibility of the Executive Team, whose members are the Spiritual Leader, Executive Director, and Chair of the Leadership Council. The Executive Team will maintain regular communication, often on a daily basis. Executive Team members are to be committed to the practice of shared leadership and cooperation, acting always in the best interest of Centers for Spiritual Living as an organization and as a spiritual movement.

**The Seventh Through Ninth Rings**, These rings represent various organizational entities and functions supervised by the Executive Team. In some cases, the entry overlaps the dotted line indicating a shared responsibility for that entity or function.

**The Dotted Lines** of the spokes of the model represent the porous boundaries which allow communication, collaborative leadership, and decision-making to occur throughout the entire Organization.

Beyond the model is our virtual community, readership of our magazines, and the 100 million lives and more we intend to touch and transform.



**Section 10.2. Spiritual Leader:** The Delegates of the Organization shall elect a Spiritual Leader as a member of the Leadership Council. The Spiritual Leader shall serve the spiritual needs of the Member Communities, shall act as the preeminent voice for disseminating the teachings of Science of Mind throughout the world, shall provide a representative and ecclesiastical presence at the highest level of organizational affairs and shall be directly accountable to the Organization, Leadership Council, and Member Communities.

**Section 10.3. Executive Director:** The Executive Director is part of the Executive Team and works in collaboration with the Spiritual Leader and Chair of the Leadership Council. The Executive Director provides vision and leadership for the Organization, functions as the chief executive officer at the highest level of organizational affairs, and is directly accountable to the Organization, Leadership Council, and Member Communities. The Executive Director is primarily focused inwardly toward the Organization, its business and its activities, sustaining a strategic view and promoting long-term planning. The Executive Director oversees the activities of the Home Office and works in shared leadership with the Leadership Council, the Spiritual Leader, and Home Office staff to guide and evolve the activities of the Organization and its Member Communities.

**Section 10.4. Home Office Headquarters.** Home Office Headquarters provides centralized management for planning and executing the business of Centers for Spiritual Living. Home Office Headquarters employs staff and executes contracts with vendors to accomplish organizational goals. All contracts are approved and managed by designated Home Office Headquarters team members.

**10.4.1. Field Services:** Field Services exists to support our Member Communities, Ministers, Practitioners, Community Members and other works in all areas of their activities; and to provide clear communication channels for these groups in order to ensure their organizational vitality. This includes support for transitions, ceremonies, financial issues, relationships, healthy growth and development, licensing, policies and procedures, two-way communications and mentoring. The Organization strategically engages in the establishment of new works globally. The Organization charters new works in accordance with the Bylaws, Organizational Design Model, and the Policies & Procedures Manual.

**10.4.2. Global Services:** Global Services is dedicated to the growth and expansion of the teaching of the Science of Mind in the world. This program envisions an ever-expanding global ministry that promotes global transformation through personal transformation by: developing, supporting, growing, and empowering international spiritual communities; facilitating a large variety of teaching modalities to the diverse communities of the world; providing the translations of our teaching into many languages; supporting international trips; conference support and special events and marketing the teaching of the Science of Mind to the world. Global Services emphasizes distance learning classes, global education, facilitation, and coordination for the testing and licensing of international Practitioners and Ministers.

**10.4.3. Education and Training:** Education is a primary focus for the Organization since we are a “healing and teaching order” according to Dr. Ernest Holmes. The Organization has a commitment to on-going spiritual education at all levels of the community, utilizing local, distance, and on-line methodologies and technologies. The Organization provides excellent, transformative, and standardized Science of Mind curriculum, as well as associated supporting topics, for children, youth, young adults, and adults. The Organization maintains and continually updates courses, curriculum, certification, and student registration. The Organization has a commitment to excellent, standardized, and professional training of Ministers, Practitioners, and Community Member leaders to prepare them to serve in its ministries and Member Communities. Ministerial training is provided in a combination of local, distance, and regional classes. The Organization is continually seeking to improve and expand the content, methodology, and professionalism at every level of curriculum and educational offering.

**10.4.3.1. Certificated Classes & Professional Programs:** Certificated classes are offered as a set of standard classes taught by Ministers and Practitioners through our affiliated communities and registered with the Education Department of Centers for Spiritual Living. These classes can be taken for personal spiritual

growth and development, and also count as prerequisites for those called to enter professional studies.

Centers for Spiritual Living offers a professional Practitioner studies program. Students are eligible to enter this program upon completing the required prerequisite certificated classes and meeting other requirements as specified in the Education Code in the Policies & Procedures Manual. Upon successfully completing the professional Practitioner studies program, graduates may apply for licensing as a spiritual Practitioner.

**10.4.3.2. School of Spiritual Leadership:** The School of Spiritual Leadership is the professional ministerial training program for the Organization. Before being admitted to this program, applicants must first be licensed as spiritual Practitioners. Successful completion of the School of Spiritual Leadership program leads to eligibility for licensing as a Minister through the Organization. Further details are delineated in the Policies & Procedures Manual, and in the education catalogs published by the Organization.

**10.4.3.3. Holmes Institute:** Holmes Institute is an accredited graduate program offering a course of study for any student holding an undergraduate degree from an accredited learning institution. Those completing all course requirements will receive a Master's Degree in Consciousness Studies. Students in the School of Spiritual Leadership are required to successfully complete a predetermined selection of courses with Holmes Institute, but are at choice as to whether or not to pursue the master's degree.

**10.4.4. World Ministry of Prayer:** The World Ministry of Prayer is to be a beneficial presence on our planet embracing the vision of touching 100 million lives through the practice of Spiritual Mind Treatment/Affirmative Prayer. Practitioners can be licensed to the World Ministry of Prayer and fulfill the requirements to maintain an active license. The World Ministry of Prayer can strengthen the connection between Practitioner education and service by involving Ministers teaching Practitioner curriculum in its operations to seamlessly utilize technology and be a revenue stream that covers its costs and contributes to the financial health of the Organization. The World Ministry of Prayer acts to guide people to our Member Communities, publications, and events, and supports our Member Communities by providing around-the-clock prayer by trained, licensed professionals. This service, performed on their behalf, can strengthen the support connection between Member Communities and their Members and provide an opportunity for Ministers and Practitioners, who do not live near a Member Community, to be of service.

**10.4.5. Youth:** Centers for Spiritual Living holds that Youth are an essential and vital part of the Organization. This commitment is exemplified by our ongoing dedication to the development of dynamic curriculum, the training of individuals required to deliver that

curriculum, and presenting programs and events that will serve as a beacon to the next generation of Center for Spiritual Living leaders, many of whom are already within our doors. Our dedication to providing quality and successful Youth Programs is paramount in the guidelines of Centers for Spiritual Living, and exists at all levels of this Organization. To ensure this success, we know we must have staff that is unencumbered and available. Therefore, there must be financial compensation, commensurate or higher than comparable for current day rates. Many of these positions would be compensated on a part-time, full-time, or per-event basis.

**10.4.6. Licensing and Credentialing:** Licensing is a significant activity of the Organization and is administered through Field Services. Once students have completed agreed upon levels of training and have met other defined requirements, they are eligible to apply for licensing by the Organization. Licensing and Credentialing is generally handled as a separate function from Education so that a different group of people evaluate candidates objectively according to pre-established requirements. There are two main licenses available: Practitioner and Ministerial. Each of these licenses has its own requirements and set of standards requiring adherence in order for the license to remain in good standing.

**10.4.6.1. Ministers:** Various ministerial licenses are granted to Ministers in the Organization based on the professional policies and procedures. Only a CSL licensed Minister in good standing may serve in a ministerial position with a Member community. They lead the Member Community they serve through the use and practice of our principles, which they also teach. A contract or written agreement exists between each Minister and the Member Community they serve outlining their overall and specific duties. The Organization supports Ministers in beginning new works or candidating for pulpits.

**10.4.6.2. Licensed Practitioners:** The well-trained, dedicated professional Practitioner offers spiritual guidance, affirmative prayer, and the profound teachings and principles of the Science of Mind. Only a CSL licensed Practitioner in good standing may serve as a Practitioner with a Member community.

Practitioners offer spiritual leadership in their Member Community by serving as program directors and team leaders. They are also teachers, workshop facilitators, and speakers, and are available to officiate at events such as memorial services, as well as offering grief and bereavement support. Some Practitioners may offer their assistance in creating ceremonies and rituals to honor and celebrate auspicious occasions such as rites of passage, special achievements, and house and baby blessings. Activities performed such as teaching accredited classes and leading programs are at the discretion of the Spiritual Leader/Senior Minister of the Member Community.

Practitioners are visible throughout Centers for Spiritual Living, serving in leadership roles alongside Ministers and Community Members on various councils



and committees whereby they represent the interest, voice, and consciousness of Practitioners in our events, communications, and governance, as well as within their own Member community organization.

**10.4.7. Public Relations, Marketing and Publications:** Our highest intentions are to expand the outreach and influence of the Science of Mind, making it readily available to all who seek it and are receptive to it to: strengthen and grow the reach of the New Thought movement; attract people to Centers for Spiritual Living and Science of Mind Worldwide; and uplift and inspire readers through printed and online magazines, books, and other materials. Centers for Spiritual Living produces a variety of print and digital materials. Designated members of the Home Office Headquarters team are responsible for the design, production and distribution of these publications.

**10.4.8. Communication Network:** Centers for Spiritual Living is committed to coherent global-wide communication among its Member Communities, using the latest technologies to support its goal of staying connected.

**10.4.9. Community Events/Special Programs:** Centers for Spiritual Living produces community events and programs that are vision-oriented and designed to spiritually feed the richly diverse representation within our Member Communities. Our events bring us leading edge speakers, experiential programs, and information to inspire and inform attendees. They also provide opportunities for our Member Communities to network and support one another in cultivating connection, support, and sharing of best practices. Our conference themes are designed to attract attendees from beyond our Member Communities.

**10.4.10. Virtual Community:** Essential to the health of a 21st century spiritual organization is communicating our vision and message in new and innovative ways, developing a powerful online presence and virtual community, including prayer support and education.

**10.4.11. Finance:** Centers for Spiritual Living is firmly grounded in the intention of ethical, transparent, and spiritually-based financial foundations, as addressed in the Organization's Bylaws, Organizational Design Model, and Policies & Procedures Manual. Our financial health and status is a demonstration of our collective prosperity consciousness. The Home Office Headquarters team works with the Financial Stewardship Committee to manage the Organization's finances, including budgeting, spiritual practice, and any debt management. Recommendations from the Financial Stewardship Committee requiring the incurrence of debt must first be approved by the Leadership Council. An external financial Audit will occur every year.

**Section 10.5. Strategic Alliances/Global Engagement/Sacred Outreach:** Centers for Spiritual Living establishes mutually supportive alliances and partnerships that benefit the global good. Focused work is done to distill principle-centered position statements with regard to contemporary issues, followed by the creation of a plan by which action is taken in alignment with and support of these positions.

**Section 10.6. Standing Committees:** Committees and Commissions are appointed by the Leadership Council to support in the implementation of the strategic plan. Refer to the Policies and Procedures Manual for more information about specific groups.

## **SECTION ELEVEN – ASSOCIATED ORGANIZATIONS**

The following organizations are closely associated with Centers for Spiritual Living in that they have an ongoing relationship and shared purpose of promoting and preserving the teachings of Science of Mind.

**Section 11.1. Science of Mind Foundation:** The Science of Mind Foundation (“SOM Foundation”) is a Colorado not-for-profit corporation described under section 501(c)(3) of the U. S. Internal Revenue Code, contributions to which are deductible under section 170(c)(2) of the U. S. Internal Revenue Code. Science of Mind Foundation is also established to receive gifts and bequests as described in sections 2522 and 2055 of the U. S. Internal Revenue Code. The proceeds of the net earnings will be used to fund special projects and programs of Centers for Spiritual Living, its affiliated Members, and other like-minded teachings of the Science of Mind by similar organizations. The SOM Foundation will also work with the affiliated Members to assist them in establishing endowments or trusts within the SOM Foundation for the purpose of supporting individual Member Communities. The Organization has three (3) standing seats on the SOM Foundation Board, two of which shall be comprised of the Treasurer and Executive Director, and the third of which shall be appointed by the Leadership Council from time to time.

**Section 11.2. SOMARK, INC.:** SOMARK, INC. (“SOMARK”) is solely owned by Centers for Spiritual Living and holds and monitors the use of the Science of Mind® trademark. The purposes of SOMARK are to acquire, hold, maintain, and administer the intellectual property of Centers for Spiritual Living, including but not limited to, current and former names, copyrighted and published materials, URLs, recordings, and setting intellectual property licensing fees, issuing licensing agreements for said use, establishing rules of use, and maintaining compliance of the use of the intellectual property. SOMARK also holds the responsibility for establishing and managing the implementation of branding guidelines, fees, and use compliance.

SOMARK is governed by a board appointed by the Leadership Council. The Board consists of the Executive Director and four (4) to six (6) Members appointed by the Leadership Council from time to time. Members of the SOMARK Board are selected for their knowledge and experience in the management of intellectual property and branding.

**Section 11.3. Science of Mind Archives & Library Foundation:** The Science of Mind Archives & Library Foundation is an independent not-for-profit organization that manages a magnificent archival collection library and website reflecting the history and relevance of the Science of Mind philosophy as created by Ernest Holmes and other great New Thought thinkers and philosophers. This Foundation collects, preserves, and maintains such historical artifacts as photographs, greeting cards created with Ernest Holmes poetry, class and other lecture materials, Holmes radio talks, curriculum from early classes, including children’s church, classic and rare books, records of all conferences, and the minutes of meetings of Centers for Spiritual Living and its predecessors

beginning in 1927. The Executive Director serves as a liaison to the Science of Mind Archives & Library Foundation.

**Section 11.4. The Hefferlin Foundation:** The Hefferlin Foundation is a nonprofit, grant-giving religious foundation, created and endowed through the generosity of John and Marian Hefferlin for the purpose of providing funds to promote the teaching of the Science of Mind philosophy, as formulated by Ernest Holmes, and to advance the growth and expansion of Science of Mind centers and churches. The Foundation funds projects and scholarships exclusively for the benefit of Member Communities and individuals affiliated with Centers for Spiritual Living.

**Section 11.5 Camp Cedar Ridge:** Camp Cedar Ridge Is an independent, Oregon nonprofit corporation, which was formed to lease and manage the operations of the 32-acre camp ground and retreat center located in Vernonia, Oregon which was purchased by the Centers for Spiritual Living in 2022. The camp is the host site for the CSL Teen Camp and other CSL and New Thought events. Camp Cedar Ridge creates an environment of hospitality where transformation, education, recreation, and renewal can unfold - supporting each group in fulfilling their individual and unique goals. The nonprofit cares for and maintains the property, providing meals, lodging, and activities with intentionality, consciousness, and love. Their motto is “Discover the Good” and they encourage each guest, employee, volunteer, and donor to discover the good in life and spread it.

## **SECTION TWELVE – ANNUAL MEETING**

**Section 12.1. Annual Meeting.** Centers for Spiritual Living is an organization comprised of its Member Communities. It is those Member Communities, and their Members, which the Organization ultimately serves. The Annual Meeting is grounded in this intention and serves as the business meeting of the Organization. This meeting is a place where: the voice of our Member Communities can be heard; leaders are elected and motions and resolutions are voted upon; amendments to the Organizational Design Model, Bylaws, Policies & Procedures Manual, Affiliation Agreement, and other organizational documents can be considered; acts of the Leadership Council can be ratified; information regarding the business, finances, policies, education and other matters of the Organization is disseminated and discussed; and where we review and discuss the sense of our greater presence in the world. Transparency, respect, ethical accountability, and an honoring of community, within prescribed policy and procedure guidelines, are the components of this meeting’s foundation.

**Section 12.2. Delegates:** Delegates shall be chosen at the local level with each Member Community having the right to choose their delegate or delegates. It is recommended that the Minister of each Member Community involve the whole Membership of the community in the process of selecting delegates and determining the community’s opinions on issues and candidates to be voted upon. Each Member Community is encouraged to send a full delegation to the Annual Meeting.

**12.2.1.** In order to ensure representation from a broad range of congregants, each Member Community is encouraged to select its delegation from the following categories: Ministers, Practitioners, Community Members, Community Staff, and Youth.

**12.2.2.** If one or more categories of delegates cannot be filled after reasonable effort, then the local congregation may fill those delegate positions as the congregation deems appropriate.

## **SECTION THIRTEEN – STEWARDSHIP AND AMENDMENT OF THE ORGANIZATIONAL DESIGN MODEL**

**Section 13.1. Stewardship and Amendment of the Organizational Design Model.** Careful stewardship of the Organizational Design Model rests with the Leadership Council and Member Communities. Amendments to the Organizational Design Model proposed by the Leadership Council shall be made by visioning, consulting Member Communities, their leaders, and the community at large, group/regional dialogue, and other forms of communication as determined by the Leadership Council.

**Section 13.2. Voting for Amendments to Organizational Design Model.** The Organizational Design Model may only be amended by a two-thirds (2/3) or greater vote of the voting delegates of the Organization, in accordance with the procedures described in the Bylaws.