



FRANCISCAN MINISTRIES LEADERSHIP GUIDE



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◀ (cover) Br. Sam Nasada, OFM, provides hope and blessings to men and women on the streets of San Francisco.

Welcome!

Whether you are a board member, an Executive Director, or in a leadership role in a Franciscan-sponsored ministry, we welcome you. We are grateful that you have committed your time, talents and treasure to serve. You are part of a movement begun over 800 years ago by St. Francis in the town of Assisi, Italy, in response to these words: "Francis, rebuild my house." That time in history is in many ways similar to our own. There was a great disparity in wealth among peasants and the aristocracy, the Church was rife with problems and scandals, and great social change was underway.

Today, the Franciscan movement is worldwide. It is rooted in the understanding of God as love, and the desire to follow in the footprints of Jesus Christ. It is founded on service and relating to all of creation as brothers and sisters. It values contemplation as well as action, and supports preferential treatment for the poor. It celebrates interdependency and generosity over security, and peace and respect over confrontation or control. It reflects a deep sense of joy and hope. Though sin exists, it is not our focus.

Our Province is one of many devoted to this way of life. Each one of our ministries, parishes and missionary posts are led by individuals and boards committed to carrying on this Franciscan legacy. Today, in response to a changing world, lay leaders are being given more responsibility to create, lead and nurture our Franciscan culture. To assist us in this evolving leadership model, we have established an Office of Mission Integration and Ministry Support, which provides our ministries with the tools, support, education and structure needed to nurture a strong Franciscan culture.

Many of you come to us with extensive business and board experience. Your background and experience are a great gift to us, but you will discover that things here are a little different. Our board structure is a two-tier model of shared governance between the Trustees of the Province and the local ministry board. The other difference is that some well-accepted business ideas, practices and styles of interaction don't fit with our Franciscan values. Many leaders have come before you, and with openness and patience, adapted to this unique culture. Through this Guide, further education, and your observations of your ministry, you will discover more about the interactions and practices that define a Franciscan ministry.

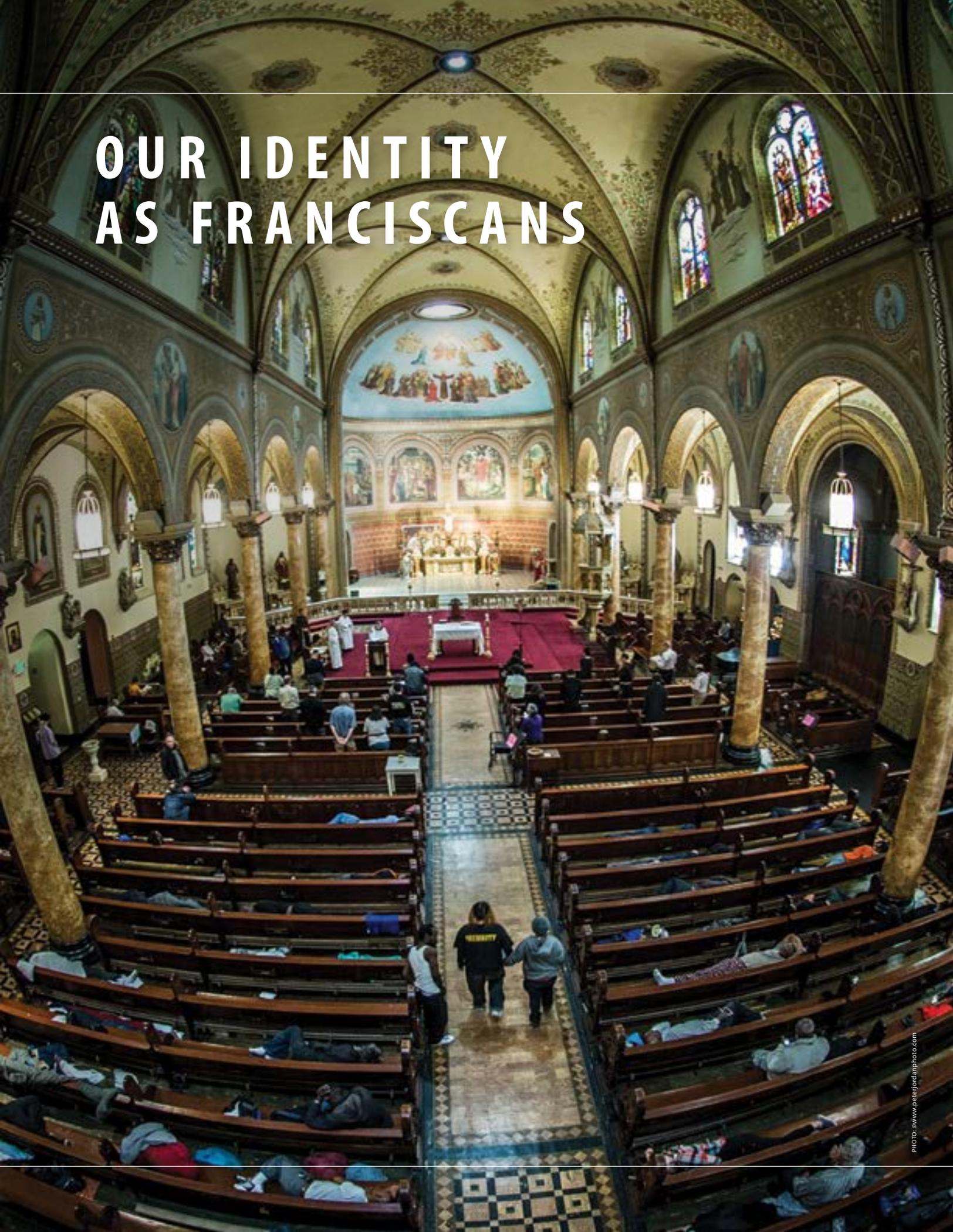
We welcome you as you embark on this collaborative journey with us and greet you in the way that St. Francis greeted all he met, "May the Lord give you peace!"

Peace and All Good,

*Fr. David Gaa, OFM
Minister Provincial, Saint Barbara Province*



OUR IDENTITY AS FRANCISCANS



Who Are the Franciscans?

The Friars Minor

We Franciscans owe our inspiration to Francesco di Bernardone, an affluent young merchant from the Italian town of Assisi, who in 1206 renounced his wealth and social status in favor of a life dedicated to God and all marginalized people. Soon, other men and women joined him to begin a vast movement of Gospel renewal within the medieval Church.

Although St. Francis of Assisi began his life of penance as a hermit, devoting himself to prayer, working among lepers and rebuilding churches in the Assisi area, other men were soon attracted to his company. By 1209, there were 12 brothers, and so they approached Pope Innocent III to gain approval of their way of life “according to the Holy Gospel.” The Order of Lesser Brothers (*Ordo Fratrum Minorum*)—now formally known as the Order of Friars Minor—had begun.

The Gospel life of the Friars Minor, as Francis describes in our Rule, has four central components: first, to be men of prayer, “desiring above all things to have the Spirit of the Lord and its holy operation;”

second, to live as lesser ones, “not making anything our own,” but serving the Lord in poverty and humility; third, to create a brotherhood of mutual care among ourselves, “showing we are members of the same family;” and fourth, to “go about the world” entering people’s everyday lives as heralds of God’s reign and agents of Gospel peace.*

In addition to the Order of Friars Minor (“OFM”), who we are part of, there are other branches of Franciscan male religious Orders such as the Friars Minor Capuchin and the Friars Minor Conventual and the Third Order Regular.



▲ *Statue of St Francis of Assisi*

◀ *Young friars from across the USA enjoy the moment.*

◀ *(opposite page) The Gubbio Project at St. Boniface Church provides a sacred space and sanctuary for unhoused people in need of safe, compassionate respite during the day.*



* From USFranciscans.org



Poor Clare Nuns, The Second Order, Founded by St. Clare of Assisi

St. Clare (of Assisi) was the first Franciscan woman, a follower of St. Francis. Together with St. Francis she founded the Second Order of the Franciscan family, the Poor Clares, in 1212. She lived in the church of San Damiano, which St. Francis renovated for the Sisters to live in, for almost 40 years, until her death.

To the foundation of Franciscan poverty and simplicity of life, Clare added the contemplative vision, bringing a unique gift to the Church. The combination of evangelical poverty and simple, Gospel living, with the silence and solitude of contemplative life within enclosed community, is Clare's legacy to her sisters and the Church.

Today, the Poor Clares form a worldwide Order of more than 17,000 sisters in 900 monasteries, 42 of which are in the United States. All follow the same Rule and share the same basic Constitutions. Yet each monastery remains totally autonomous, with its own abbess, chapter of professed sisters, and novitiate. Each community gives expression to its own particular nuancing of Clare's spirit. In this way the Order's "form of life" can be as wide as the world and as unique as each particular monastery.*

* From PoorClaresosc.org

▲ *Sr. Colleen Byrne, OSC, the abbess of the Poor Clares of Spokane, cares for the monastery garden.*

▶ *Liturgical dancers at the opening of Our Lady of the Angels Church at the Casa in Arizona.*

The Poor Ladies went barefoot, slept on the ground, ate no meat, and observed almost complete silence. Later Clare, like Francis, persuaded her sisters to moderate this rigor: "Our bodies are not made of brass." The greatest emphasis, of course, was on gospel poverty. They possessed no property, even in common, subsisting on daily contributions. When even the pope tried to persuade Clare to mitigate this practice, she showed her characteristic firmness: "I need to be absolved from my sins, but I do not wish to be absolved from the obligation of following Jesus Christ."

— *A Poor Clare from Santa Barbara*

A Word About "St. Francis and St. Clare"

You may have heard the phrase, "in the spirit of St. Francis and St. Clare," as if they shared a single identity. This phrasing can sound nice, but it can give the wrong impression. St. Clare, though she once referred to herself as "a plant of St. Francis," and was guided by him, was not a disciple of Francis. She was a friend of St. Francis, and a disciple of Jesus. She grew to create her own feminine, perhaps even feminist, order. It was an order that built on, and extended, the teachings of her friend, and mentor, St. Francis. As abbess, she was also a skilled leader.

So, though there are few references to St. Clare in this booklet, it is not to diminish her; it is to resist the temptation to appropriate her in service of the male Order of Friars Minor.

As you go through our various educational programs you will hear more about St. Clare and the unique insights she brings to the wider Franciscan world.

Secular Franciscan Third Order

The Secular Franciscan Order was established by St. Francis of Assisi more than 800 years ago. Our purpose is to bring the Gospel to life where we live and where we work. We look for ways to embrace the Gospel in our lives and try to help others to do likewise.*

Who Else Is Franciscan?

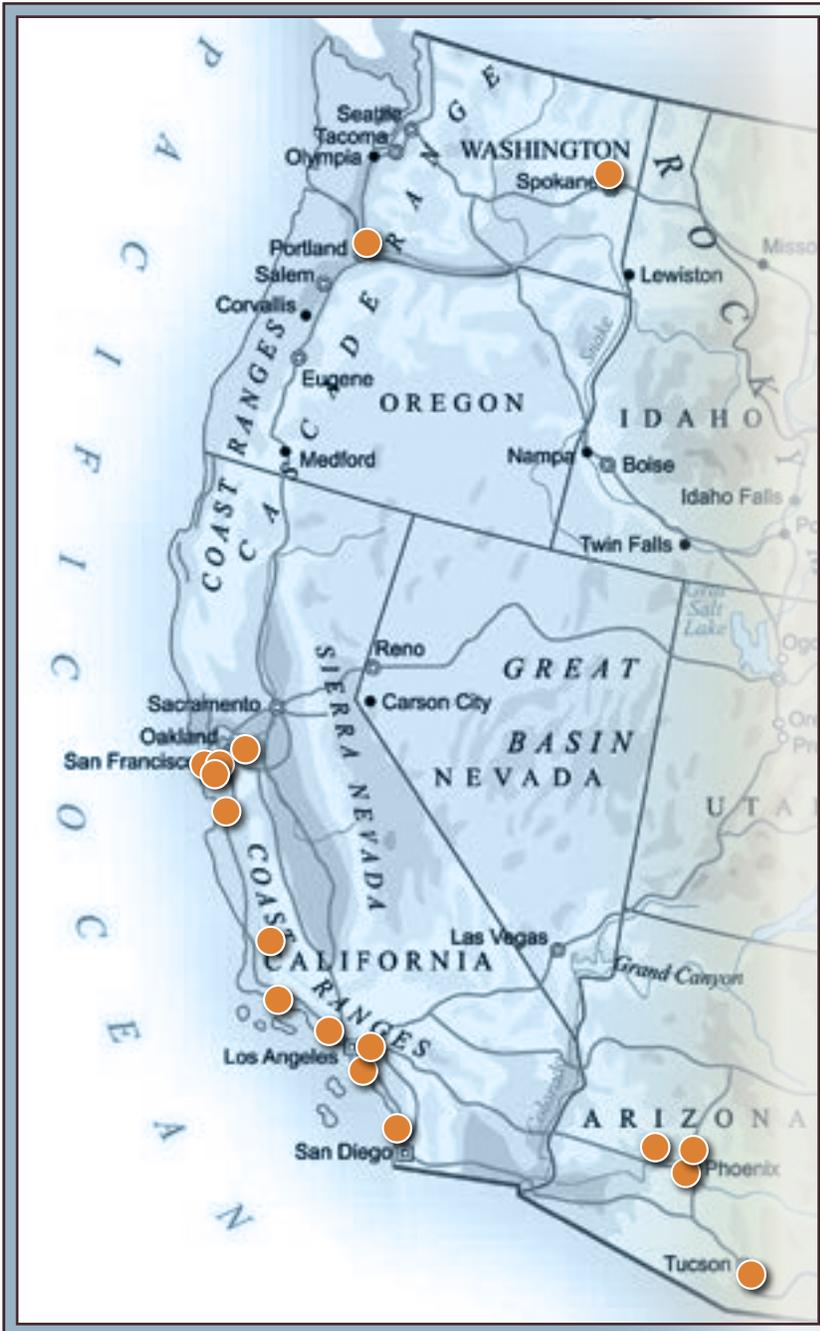
In addition to these formal Orders, many other individuals have adopted a Franciscan way of life and express Franciscan values in their everyday life. You will find many of these people working in our ministries today.



PHOTO: ©www.peterjordanphoto.com

* From secularfranciscansusa.org.

Where Are the Franciscans?



Franciscan friars are found throughout the world and on every continent except Antarctica. They are organized into different, mainly geographical entities called "Provinces." Each Province has its own autonomy, its own customs, even a unique emphasis on what it means to be Franciscan in a concrete place and in a specific time. The friars may exist globally, but they always act locally.

This map shows the locations of The Province of Saint Barbara's ministries. The Province has entities that span the entire western US; from Spokane, Washington to Tucson and Arizona.

OUR MINISTRIES

A young boy in a teal long-sleeved shirt is the central focus, holding a large, colorful bag of groceries. The bag features various brands and text, including 'I'm helping you live better', 'Please recycle', and 'ZERO WASTE'. He is standing in a busy outdoor market with many other people, tents, and city buildings in the background under a clear blue sky.

Our Ministerial Vision

The Franciscan Friars proclaim the Gospel of Jesus Christ in the Franciscan tradition through ministries that serve the poor, marginalized, and those spiritually in need of God's love.

Through the ministries of our Province we provide food, shelter, counseling, healing, spiritual direction, education and a connection for the people of God.

We do this through the charism of St. Francis of Assisi, and our values of prayer, community, joy and service.

An Overview of the Ministries

Understanding the Big Picture

It is only natural that each board member and executive director look to their own ministry with enthusiasm, dedication and commitment. It is important, however, to understand that you are part of a bigger picture. Each ministry is a part of the efforts of the Catholic Church, the Order of Friars Minor, and the Province.

By recognizing the relatedness both among our ministries and beyond, we understand the need for collaboration, cooperation, community-building and fidelity to the Church and the Franciscan mission of the friars.

A Word about Being Catholic

For over 800 years the Franciscans have been a vibrant voice in the Roman Catholic Church. The Franciscan approach to many pastoral issues is not well known but the tradition has always enjoyed a place of privilege within the Church. For us Franciscans, God is deeply in love with the world and actively at work in the world. God is intimately present to every person, independent of their faith tradition or worldview.

Our ministries are places of peacemaking, humility, generosity, poverty, and are focused on the common good. In this way, all of our ministries offer the world a much needed and meaningful example of what it means to be Christian in a complex world.

◀ (previous page) *St. Francis Center's food program provides fresh healthy food to sustain and promote health among L.A.'s poor.*

▶ *Casa Franciscan in Guaymas, Mexico provides haircuts along with youth services, medical care and a food program.*

▼ *Fr. Anthony Garabaldi, OFM prepares for Mass with Linda and Kathryn Causee.*

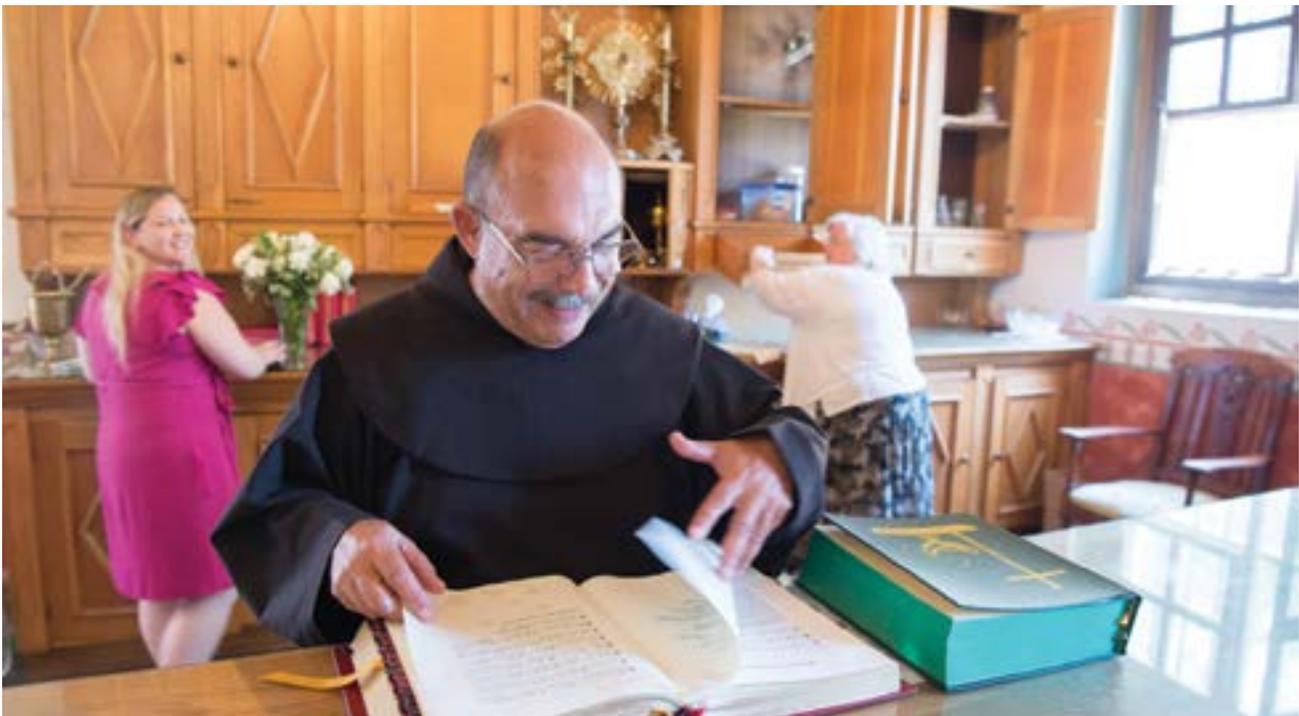


PHOTO: www.peterjordanphoto.com



We know that many board members, ministry leaders and staff members are neither Catholic nor Christian. We welcome them and all people of goodwill. We welcome all who seek to build a better world filled with compassion, generosity and love. Franciscan ministries proudly stand within the Catholic tradition as expressions of the ongoing presence of the Holy Spirit in the world.

What we require of board members, ministry leaders and staff, is that they love the poor, honor our Catholic tradition and carry on the Franciscan legacy that has been entrusted to them.

Three types of ministries operate within our Province

1. Sponsored Ministries: These are ministries started by friars. They eventually grew to include lay people and were incorporated as religious entities founded with the purpose and mission of the Friars Minor of our Province. These ministries include social service organizations, such as St. Anthony Foundation and St. Francis Center; retreat centers, such as Serra Retreat, St. Francis Retreat and San Damiano Retreat; California missions, such as Mission Santa Barbara and Mission San Luis Rey; and others, such as the Franciscan Renewal Center and the Franciscan School of Theology.

As these ministries were incorporated, certain authority for the ministry was placed in the hands of a local board. Others, called “Reserved Powers,” were retained by the Province Trustees. These reserved powers, which we will explore in depth later in this booklet, ensure that sponsored ministries purpose, culture and mission remain consistent with the culture, mission and values of the Order that founded them.

2. Entrusted Ministries: Ministries such as parishes are entrusted to us by the Diocese in which they reside. Friars are requested to serve in these parishes, including our Native American Missions. It is understood that these parishes will take on our Franciscan culture and theology. Though these parishes are thoroughly Franciscan, they are governed by the local Diocese, not by our Trustees.

3. Specialized Ministries: These are ministries that are being lived out by individual or groups of friars who are called to work in ministries not directly sponsored by the Province. There is an entire range of ministry such as health care, direct service to the poor, recovery centers and so on. A brother in specialized ministry is still considered to be doing “a work of the Province.”

Over their lifetimes, many friars move between the three types of ministries described above.



Twelve Characteristics of Our Ministries

Just as there are a number of ways in which what the Franciscan charism can be expressed, there are an even greater number of ways in which this vision can be realized. When asked who the perfect brother was, St. Francis did not name a single quality or a single friar, but the different qualities of a number of friars. Here are twelve characteristics of a Franciscan ministry.

▲ *Franciscan Renewal Center community members live out our Franciscan values of love and peace in mind, spirit and body.*

► *Fr. Christian Mondor, OFM (deceased), a surfer and beloved member of Saints Simon and Jude parish and the surfer community, led the annual Blessing of the Waves at the Huntington Beach Pier.*

1. The centerpiece of the ministry is the Gospel and its call to be disciples of Christ by serving others, especially the poor, the forgotten, and the marginalized, in keeping with the social justice tradition of the Catholic Church and the example of St. Francis.
2. People come first and are recognized to be spiritual beings whose deepest self seeks communion with God. There are thus places and times set aside for private and communal prayer. Likewise, there are opportunities for spiritual reflection, retreats, and Mass.
3. Ever mindful that our work is made possible by the long line of Franciscans who preceded us, visible symbols, stories and art related to St. Francis, St. Clare, our Catholic and Franciscan legacy and our local founders, are on display.

4. The poor, those in need, those whom society ignores, or neglects, are welcomed. Indeed, they are received with openness and compassion. They are greeted not as stranger, but as guest.
5. Committed to the poor, disenfranchised and vulnerable, focus is placed on creating a safe environment, free of exploitation. Staff receive safe environment training and understand their duty to report. The needs of the vulnerable and victimized are placed above all others.
6. Everyone is a brother and sister, from those who sit at the big desk to those who walk in through the door. Right relationships are consequently more important than efficiency. Communication is not just through memos or reports, but through stories, personal encounter, and even interruptions.
7. Those who serve are to be ministers of peace. Foundational to such an approach is respect, for others and for others with whom one disagrees. As a result, conversation is punctuated by courtesy, non-violent language, and the presumption that everyone desires the good.
8. Those who serve are to be collaborators. They are not confrontational and do not denounce others; even when working stridently for the dignity of the poor, they enter into conversation. They advocate by example and are more likely to be found placing jugs of water in the desert than arguing in City Hall.
9. In keeping with the material poverty that marked the life of St. Francis, the ministry is not self-sufficient. It relies on donors and volunteers in order to operate. Its reserves are modest and all funds are managed with a strong sense of stewardship.
10. Care for creation is not optional; it is essential. The interconnectedness of all creation was recognized by St. Francis long ago, and so this understanding influences large and small decisions. Efforts are made to conserve water, recycle waste, use green cleaning products, even to grow produce for use in the ministries themselves.
11. Everything is done with an attitude of humility. What a ministry has is viewed as gift from God. Whatever role a person has is seen as one of service.
12. Goodness is key. Our ministries focus on the good in others, in the world, in the whole of creation that God “looked upon and saw that it was good.” Sin does exist, but grace abounds all the more.



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What is the Office of Mission Integration and Ministry Support and how does it interface with our ministries?

This office, and function, was established in January 2019 as a response to a changing world and the need for an increasing number of lay people to fulfill leadership roles in our ministries. Like other Orders who have reached this crossroad, we recognize the need to provide greater support, structure, education, process, community, and formation for our ministry and board leaders so that our Franciscan legacy will be expressed today and for generations to come. The primary responsibilities of this office are to:

1. Create content, such as this booklet, which serve to provide clarity around the Franciscan culture and mission we expect to be reflected in our ministries.
2. Provide initial, and ongoing, education and formation to our boards and ministry staff consistent, and aligned, with our shared mission and purpose. This includes orientation for boards and executive directors.
3. Provide the tools, structure and process necessary to support boards and ministry leaders in maintaining a Franciscan culture in their ministry.
4. Facilitate opportunities to create and foster a shared sense of identity and community such as pilgrimages, immersion experiences, communication forums, parish and other affinity group gatherings, and Legacy Days.

► *Fr David Gaa, OFM, Minister Provincial and Fr. Martin Ibarra, OFM, Vicar Provincial, during one of their many animated conversations.*

▼ *St. Anthony Foundation provides healthcare to the young and old in the Tenderloin of San Francisco.*



5. Support effective governance in our sponsored ministries.

The Office of Mission Integration supports sponsored and entrusted ministries. The broadest support will be extended to sponsored ministries since the Province is responsible for both their mission and their governance. parishes will be supported with formation, tools, and community-building activities.

OUR PROVINCE STRUCTURE



What Is a Province?

As stated above, a Province refers to a group of friars, usually organized geographically. Each Province has a headquarters where both friars and lay people work to animate, empower and support the brothers and the ministries of that Province. Each Province is led by an elected Minister Provincial ("Provincial"), Vicar Provincial, and a group of friars referred to as Definitors, who are elected to act as advisors to the Provincial.

What Are the Responsibilities of A Province?

1. To support and animate the fraternal life of the friars,
2. To support and ensure that ministries are thoroughly Franciscan through friar participation and animation in ministries, the support of the Office of Mission Integration, and the exercise of their reserved powers,
3. To care for elder friars,
4. To recruit and form new friars,
5. To handle legal, governance and administrative functions of the Province.

How Is The Province Funded?

Its work is funded by the generosity of donors and the support of the ministries and friaries it serves.

► *4th-graders from all over California enjoy their mission study and visits.*

▼ *The Old Spanish Days Fiesta at Mission Santa Barbara is one of many multi-cultural celebrations at the Mission.*



What Is The Relationship Between The Ministries And The Province?

It is a relationship of support and governance. Each ministry supports the Province by ensuring that the ministry is aligned with the Order's priorities and reflects and furthers the Order's Franciscan ministerial vision, worldview and values. Ministries financially support the Province with a solidarity contribution so that the Province has the resources needed to fulfill its mission. The Province supports the ministries by providing expertise and support in the areas of finance, administration, mission integration, spiritual formation and friar presence (in proportion to the availability of friars within the Province).



A Two-tier Governance Structure for Sponsored Ministries

What Is A Two-tier Governance Structure?

Like many religious Orders with sponsored ministries, our Province operates on a two-tier governance model, with the first tier composed of Trustees and the second composed of individual ministry Boards of Directors.

The purpose of using this model is to work collaboratively to ensure that our ministries flourish in their local communities as beacons of Franciscan values, culture and compassion.

Who Are the Trustees?

Trustees are appointed leaders of the Province who govern the sponsored ministries through reserved powers. Traditionally, the Trustees have been the Minister Provincial, Vicar Provincial and Definitors, though others, including lay people, can be appointed as Trustees by the Minister Provincial.

What Are the Benefits of This Model?

A two-tier structure allows the local Board, who best understand the local community's needs, local and state regulations, conditions affecting the financial sustainability of the ministry, as well as the ministry's strengths and challenges, to provide the guidance the ministry needs to flourish. At the same time, it allows the Trustees to ensure each ministry remains aligned with its Franciscan purpose, values and mission, maintains financial health, and makes decisions within the larger context and perspective of the Province and the Church.

What Are the Tensions Inherent in This Governance Model?

All governance models exist in a state of tension. The most common tensions in our structure are:

- 1. A conflict between Franciscan culture and common business practices.** Many board members arrive with extensive business experience and have worked with other non-profits. Some arrive ready to apply the thinking that made them successful in those environments to ours. They discover quickly that Franciscan culture and values are sometimes in conflict with that experience. Patience, a willingness to accept an imperfect world, an openness to learning the “Franciscan Way” are necessary to ease this tension.
- 2. The different perspectives of the governance bodies.** Naturally, and purposefully, good governance requires both the locally informed perspectives of boards, and the Trustees’ wider perspective of considering the entire Province and all its ministries and friars. Occasionally, these different perspectives may appear to be in conflict, and it is difficult for people with either perspective to fully appreciate the other. It takes patience, respect and dialogue for all parties to gain a full understanding of these sometimes divergent perspectives.
- 3. Staying within the boundaries of our roles.** As most of us have experienced, everyone has an opinion—and most people like to share, or in some cases impose, those opinions on others. Friars are as susceptible as lay people are to opine in areas beyond their scope. Strong tensions arise when we move from our policy and governance roles into operations matters. Clear boundaries help reduce these tensions.

► One of many meetings at the Provincial Office in Oakland

▼ Franciscan School of Theology, the only Franciscan graduate school in the USA, prepares both friars and lay women and men to serve their communities.



Who Are Trustee Delegates?

The Trustees may choose to delegate some of their reserved powers to others. For example, some boards have Trustee Delegates assigned to their boards by the Provincial. In these cases, the Provincial has delegated the power to make decisions in regard to certain, but not all, reserved powers, to these delegates.

PHOTO: @www.petefordphoto.com



PHOTO: ©www.peterjordanphoto.com

Reserved Powers

What Are Reserved Powers?

Certain actions and decisions for each sponsored ministry are made only by the Trustees. These are referred to as *reserved powers*. Reserved powers are generally focused on decisions and actions related to the purpose, finances, or governance of a sponsored ministry. Local ministry leaders and boards are specifically not authorized to take these actions or make these decisions without approval from the Trustees. Reserved powers are written into each ministry's bylaws. The reserved powers held by the Trustees are:

1. To approve the mission statement of the Corporation,
2. To change the philosophy, objectives, and purposes of the Corporation,
3. To amend, alter, modify, or repeal bylaws,
4. To amend, alter, modify or repeal Article of Incorporation,
5. To appoint members to the Board of Directors and/or remove members of the Board of Directors with or without cause,
6. To appoint and remove the Executive Director of the Corporation in consultation with the Board of Directors,
7. To appoint and remove all corporate officers, where this is required by regulatory and legal statutes,
8. To approve or disapprove annual operating and capital budgets of the Corporation including any long-range plan or strategy or plans to initiate any capital campaign,

9. To borrow money and incur indebtedness on the Corporation's behalf, and cause to be executed and delivered for the Corporation's purposes, in the Corporation's name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, and evidence of debt and securities, acquire, purchase, sell, lease, transfer, alter zoning or encumber any real property,
10. To authorize any officer or officers, or agent and agents, to enter any contract or execute any instrument in the name of and on behalf of the Corporation and such authority may be general or confined to specific instances,
11. To change the location of the Corporation's principal office or registered office,
12. To enter into any legal partnership, affiliation or merger.

May Boards Make Recommendations To The Trustees Regarding Reserved Powers?

Yes! Though boards don't make decisions regarding reserved powers, the Trustees value each board's experience and insight into their local ministry and are happy to discuss, and consider recommendations, from them. The process begins the moment a board identifies a topic related to a reserved power that they want to influence.

The first step is to open up a dialogue with the Trustees. Entering into a dialogue with the Trustees, before entering into in-depth discussions at the board level, allows the Trustees to share important information on how they assess decisions and to clarify what information they will want in order to consider a recommendation. Early communication increases alignment between a board and the Trustees making the process more effective and efficient. To begin the dialogue, a board should ask its Trustee Delegate to contact the Trustees for direction.

▼ Fr. Nghia Phan offering Communion to a St Elizabeth parishioner.



PHOTO: www.peterjordanphoto.com

EFFECTIVE BOARD PRACTICES: LEADERSHIP ROLES AND RESPONSIBILITIES





Roles and Responsibilities of Boards and Ministry Leadership

Trustees

In order to maintain its Franciscan culture and further the ministerial vision for which a ministry was founded, Provincial Trustees have the ultimate responsibility, through reserved powers, for the governance, finances, and mission of each sponsored ministry.

Boards

Boards provide strategic direction to local ministries in keeping with the Franciscan ministerial vision, the sponsored ministry itself, and the needs of the communities that a given ministry serves, including the Province. Some of their specific responsibilities are to:

1. Develop, monitor and maintain a strategic plan that meets the needs of those served by the ministry and is aligned with the ministerial mission and needs of the Province.
2. Respect the difference between setting policy (board) and managing operations (executive leadership team).
3. Make policies to govern the ministry that align with Trustee policies and reserved powers.
4. Ensure the ministry is financially sound and sustainable. Fiscal responsibility extends to each individual board member, not just the finance council.
5. Participate in Franciscan mission integration programs and ensure that ministry leaders do the same.

▲ *Friendships blossom in the St. Anthony Foundation dining room.*

◀ *(previous page) For the staff of San Damiano Retreat Center, caring for our Mother Earth included planting an orchard.*

6. Provide oversight, assessment, and reporting to ensure that the ministry is operating in compliance with policies, practices and guidelines developed by the Trustees and the board.
7. Adhere to standard accounting rules and federal and local laws.
8. Support the Executive Director by providing strategic and policy direction and then step aside. Provide regular evaluations so that the Executive Director's successes are celebrated, and redirection can be applied when performance opportunities surface.
9. Respect the chain of command and understand that the Executive Director is the link between board and staff. If approached by a staff member, remind them that formal communications must go through proper channels. Likewise, observations you make regarding staff activity, or implementation of strategy, should be directed to the Executive Director, not directly to the staff member.
10. Fundraise and provide personal financial support of your ministry, as appropriate or as outlined in your bylaws.
11. Engage in ongoing succession planning for all key ministry and board positions.

Executive Directors

The Executive Director, or leader, of each ministry has many responsibilities. Some examples:

- Participate in the development of the ministry strategic plan for approval by the Trustees.
- Lead, integrate, and operationalize the Franciscan ministerial vision and ministry strategy in every area of the organization.
- Participate in Mission Integration formation programs and activities and ensure that staff is similarly formed.
- Develop budgets for board approval and monitor financial performance.
- Maintain high ethical, financial, and legal standards.
- Carry out the policies, practices, and guidelines provided by the Province and the local board.
- Lead and implement the Mission Integration initiatives reflected in the annual plan/strategy, and as required by the Trustees.
- Maintain confidentiality.
- Keep the Board informed and ask for feedback on your performance.
- Provide staff with training as well as professional and spiritual development opportunities.
- Respect the chain of command.
- Implement and monitor Safe Environment policies and training.

Program Leaders/Managers

Program leaders/managers are responsible for ensuring that their programs or departments are led according to the mission and values of the Franciscan Friars of the Province of St. Barbara ministerial vision and values, and for participation in Mission Integration formation and initiatives. They are also responsible for adhering to high ethical, financial and legal standards and for compliance to Province and ministry policies and practices.

Effective Boards

Practices of Effective Boards

Key to effective board relations are the leadership skills provided by the board chair and the Executive Director. No picture of the board team would be complete without these two important players. Just as the Executive Director is the conduit between the board and the ministry, the board chair is a conduit between his/her board colleagues and the Executive Director. It is the executive's job to keep the board chair informed about changes and developments impacting the ministry. The leadership qualities of the board chair and the Executive Director enhance the performance of individual board members and they ensure that Franciscan values will permeate the whole ministry.

The following responsibilities promote board member effectiveness:

1. Understand Ethical and Legal Responsibilities.

- Understand that individual board members have no authority apart from the full board. A board member may not act on behalf of the board without being authorized by the full board to do so.
- Understand your responsibility to be aware of board policies, ministry bylaws and reserved powers, as well as local, state, and federal laws that apply to the ministry.



PHOTO: ©www.peterjordanphoto.com

- Monitor board policies to make sure that they are in compliance with law and Franciscan values.
- Understand your personal, legal, and ethical responsibility associated with governance and ministry.

2. Avoid Conflicts of Interest.

Responsible board members approach the problem of conflicts of interest openly. This is a concern because even the appearance of putting personal interests ahead of the ministry will seriously damage a board member’s personal credibility and that of the board.

3. Participate in Board Committees.

The “hands on” nature of the board committee work usually enhances the enjoyment of board service. Board committees speak to the board, not for the board. They do not set board policy; committees recommend policies to the board for review and adoption. Board committees are “structural tools” to assist the board’s trustee and governance responsibilities.

By virtue of their specialized focus, board committees are of immense help in educating board members to make wise recommendations for board discussion and action. Committees serve as sounding boards for giving advice to staff persons who are charged with managing areas of the committee’s responsibilities.

4. Promote Positive Board and Staff Relationships.

A chain of command exists for the smooth operation of the ministry where roles, performance and accountability are well defined. There are three effective ways board members can build positive relationships:

- **Board meetings.** For many board meetings, staff are invited to give reports and presentations. Some administrators attend board meetings on a regular basis. These practices are designed to keep board members informed and knowledgeable in addition to building and maintaining positive relationships with staff.
- **Board committees.** Each board member is expected to serve on a committee of the board. Each board has established its own working committees. In some instances staff may serve on the committees for the purposes of providing resources and staffing.
- **Socials and other activities.** Board members are often invited to attend activities with the staff. These and other practices help build positive relationships and a sense of team spirit among board members and staff.



PHOTO: ©www.peterfordanphoto.com

▲ *Br. James Seiffert, OFM, talks with a young mother in the Mission San Luis Rey Cemetery, where 200 people are buried or inurned each year.*

◀ *Fr. Alfonso “Ponchie” Vasquez, OFM, at a San Solano Mission chapel on the Tohono O’odham Nation in Arizona.*

5. Be a Team Builder and Team Player.

If board members themselves model positive relationships and team building, so will the rest of the school community. Here are nine ways you and your board colleagues become team builders and team players:

- Work towards genuine consensus on issues brought before the board.
- Appreciate administrators as key players: request their advice and active participation for the resolution of board/board committee issues.
- Listen to your board colleagues so you can adjust your concerns with theirs.
- Explain your position on issues so your colleagues can understand your insights.
- Strive to know your board colleagues on a personal and/or social basis and look for ways to interact with them outside the board room.
- Let your board colleagues know when you agree to disagree with them; demonstrate your concerns about the issue.
- Keep disagreements on one issue from carrying over to other issues.
- Help new board members feel comfortable from their very first board meeting.
- Leave disagreements at the board table when the meeting is adjourned.

6. Be Prepared to Participate Effectively in Meetings.

It is customary to inform the Executive Director or board chair if you are unable to attend a board meeting. In the case of board committee meetings, it is further customary to inform committee staff or chair if you are unable to attend. Here are three tips to enhance your participation:



PHOTO: www.peterjordanphoto.com

- Approximately one week before a scheduled board meeting, you will receive an agenda packet containing meeting materials relating to the agenda. The intent of mailing these materials to you in advance is to provide you time to prepare.
- Review previous meeting Minutes. Do this in advance of the meeting because it is assumed board/board committee members have read them. Bring any errors or discrepancies to the attention of the board/board committee chair before the minutes are approved.
- Obtain any clarifications before the meeting. If the agenda or some meeting materials are unclear, call the board/board committee chair or staff for clarification.



PHOTO: www.pettefordanphoto.com

7. Help Promote Effective, Well-run Meetings

The following is a summary of what you should expect to do at board/board committee meetings:

- Approve the Minutes. Minutes of the previous meeting are official, legal records. If they are not accurate, refuse to approve them. When asked by the chairperson if there are any corrections, speak up at this point if something in the Minutes needs changing.
- Listen to reports. During board/board committee meetings, you will listen to reports from the chair, staff, or others designated to address the group. To save time, the individual giving a report usually summarizes its main points and answers questions. In most cases, a written report will be included in your meeting background packet. Reports often contain recommendations for board/board committee action.
- Discuss issues. The most effective process by which the board can make decisions is for all sides of issues to be heard and debated. The same is true for board committees when an item is to be recommended to the full board for final action. This means you have an obligation to make known your views, opinions, and suggestions for the resolution of the issues.
- Make motions. The proper way for board/board committee members to bring business before the group is to make a motion or a formal request for action. To make a motion, inform the chairperson, "I move that..." and state the action you want the board to take. Once seconded and restated by the chairperson, the motion is "on the table" to be discussed.

▲ Fr. Oscar Mendez Guzman, OFM, converses with St. Elizabeth parishioners.

◀ Members of the Provincial Finance Council review budgets.



- Vote. Once a motion has been discussed, the chairperson will call for a vote. Your participation is very important and you should always vote unless there is a conflict of interest. Not to vote for any other reason is negligent.

8. Raise Funds in the Name of the Board and the Ministry

Board members are fundraising naturals. Why? Because board members are leaders and they possess the respect of the community. Second, the nature of board service requires members to donate their time, talents, and treasure to the mission of the ministry. When people see the spirit of your generosity, they assume the ministry is worth supporting.

9. Help Identify and Recruit Board Candidates

The best way to maintain and improve the quality of the board is through the caliber of the people recruited to join it. Board members have the duty to be on alert for individuals who would make good board candidates. They should seek out candidates who are familiar with the ministry and support its mission, possess leadership skills, and who are generally influential in the broader Church and civic communities. The board needs experienced and successful friends and fundraisers who are skilled in trusteeship and governance. If you know a person whom you would like to suggest as a candidate, inform the board chair or the chair of the nominating committee or the Executive Director.

▲ *Our ministries support our migrant and immigrant brothers and sisters through direct service and peaceful protests like this one.*

► *Fr. Vince Mesj, OFM, conducts the Mission San Luis Rey Parish choir in the Mission Church.*

Here are several ways you can help attract and recruit prospective board members:

- Replace yourself! When the time comes, make it a personal goal to replace your position on the board with someone as qualified as yourself. As one board chair once instructed: "It should be the responsibility of every board member to create a 'clone' for board membership by the time he/she leaves the board."
- Invite prospective board members to tour the ministry, meet administrators or attend a meeting or two. Candidates may learn more about the board and decide if they are ready for membership when presented with these opportunities.
- Where issues of confidentiality are not a concern, share meeting agenda materials with board/board committee prospects. Meeting background packets paint an accurate picture of what board/committee service entails.
- Recommend a candidate to serve out an uncompleted board/board committee term. This opportunity provides a first-hand experience of service before making a larger commitment.
- Share this guide with prospective board candidates. This guide describes what is expected of board members of a Franciscan ministry. Invite them to meet the board chair or Executive Director to discuss their potential commitment to board service.



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Membership Questions for Current and/or Prospective Board Members

During the course of deciding whether to accept a reappointment or a new appointment to the board, the following questions are proposed to help your discernment process:

- Do you understand the mission of the ministry and the Franciscan values that support the mission? Policies and activities flowing from the mission should be evident to you. Not every ministry has a mission statement. However, every ministry should be operating out of Franciscan values. Visits to the ministry and knowing the administration and staff and board members are helpful to arrive at this understanding. If the people and the mission of the ministry touch you in some special way, or if they resonate with a particular passion you have, then this may be a positive sign for board membership or the continuation of your board service. Can you give your best efforts to ensure the continued success of the ministry's mission?
- Do you understand what is expected of board service? This handbook describes the duties of board service and expectations of board membership. Within the context of seeking reappointment to the board, the following questions may help you decide to continue your discernment process. Is the board's purpose understood, well defined and in focus for you? Do/can you and your board colleagues work as a unit—supporting, respecting, and integrating the talents of each other and those of staff? Are you aware of the challenges facing the board at this time? Do you know the difference between governing and micro-managing?
- Assess the leadership: board chair, Executive Director and other key volunteers. Are you aware of the professional reputation of these people? Do you feel they reflect the Franciscan values the ministry professes so you can work as a team with them? If you do not know nor respect these individuals, chances are your enjoyment of continued board service, or new appointment to it will be difficult to sustain over the term of your office.
- What is the financial condition of the ministry? Request a copy of the last audit and ask pointed questions that will satisfy what you need to know. During the course of your board service, you will be expected to contribute to the ministry's continued financial stability through the time, talents, and treasures you bring to your board service. Can you do this, or continue to do this for the duration of your term of office?
- How much time will board service require? Are you able to commit or continue to commit the time required for your board service? For example, when asked to attend special meetings and events, do you feel that (for the most part) you will participate? Do you have time to prepare for board/board committee meetings?
- What are my motivations for desiring to serve on the board? Once you have talked to the board chair and Executive Director, studied the contents of the booklet and become familiar with other aspects of the ministry, your motivations for continued or new board service may be fairly evident for you. How will your new appointment or reappointment to board service help you to personally grow as an individual? Will your board service be enjoyable and challenging for you and worth the time of your dedication? Do you have support from those with whom you live to serve as a member of the board?



Evaluating Board Service And Performance

The following list of questions, when answered affirmatively, suggests that you are effectively fulfilling (and probably enjoying) your board service. In the case of board candidates in the process of discerning the pros and cons of board membership, the following questions may be good indicators of enjoyable, effective, and fulfilling board membership and service:

- Do/will I keep focused on mission and Franciscan values?
- Do/will I contribute an annual gift to the ministry and participate in friend/fundraising?
- Do/will I confine observations and concerns to policy?
- Do I understand that I may not act without full board authorization?
- Do/will I talk positively about the ministry, my board colleagues, administration, the friars, trustees and staff?
- Do/will I periodically review bylaws, board policies, and my board job description?
- Do I understand my legal and ethical duties as a board member?
- Do/will I actively participate in board and board committee meetings?
- Do/will I fulfill my part in assisting with the evaluations of the board and Executive Director?
- Do/will I help with recruiting prospective board/board committee members?
- Do/will I foster open communications throughout all levels of the board?
- Do/will I participate in board skill development activities when presented with the opportunity?
- Do I understand that communications with staff are channeled through the Executive Director's office?
- Do/will I contribute openly and freely in board/board committee discussions?
- Do/will I share any concerns about my responsibilities with the board chair and/or chief administrator?
- Do/will I prepare for board/board committee meetings and assignments?
- Do/will I attend board and board committee meetings on a regular basis?
- Do/will I enjoy my service on the board?

◀ *This retreatant found the perfect journaling spot at Serra Retreat Center.*

Policies

All sponsored ministries are required to adhere to these policies.

1. Safe Environment

Our highest priority is to keep those we serve, our volunteers and our staff safe. We are particularly concerned about sexual, physical or psychological abuse of children and vulnerable adults. Toward that end, it is our practice to provide staff with safe-environment training, clarity around the “duty to report” abuse and to report abuse to local law enforcement. We also display the brochure titled, “A Response to Sexual Misconduct: Maintaining Boundaries in Ministerial Relationships,” in an accessible place. Brochures are available from the Province in English, Spanish and Vietnamese. Furthermore, we require all members of a Religious Order planning to come to our ministries to lead an activity, sacrament or retreat to provide us with a letter of good standing from their Diocese prior to their arrival.

▼ Beautiful St. Francis Retreat Center in San Juan Bautista, California, is a perfect spot for group retreats, prayer and reflection.



2. Mission Integration

The Office of Mission Integration was established in 2019 to provide support to sponsored ministries in their ongoing work of integrating the Franciscan mission throughout their organizations. This office is in dialogue with our ministry leaders, boards, friars and Trustees. It develops orientation programs, formation classes, gatherings and retreats, pilgrimages and Mission Integration materials to assist with strategy and annual planning.

It is the policy of the Province that all sponsored ministries participate in Mission Integration formation and reporting.

3. Financial And Ethical Standards

It is the policy of the Province that all board members and ministry leaders ensure that their ministry maintains accurate financial records that are in compliance with local, state and national laws that apply to the ministry.

Mission Integration Resources

For more information, please go to the The Mission Integration website, www.FranciscanMissionIntegration.org. There, board and staff members will find a number of resources to aid them in their roles as leaders of a Franciscan ministry.



Thank you for taking the time to read the Franciscan Leadership Guide. I am excited to be on this journey with you and look forward to working together to carry on the extraordinary legacy we have been entrusted with. Should you have any questions regarding our Franciscan mission, worldview or governance, please contact me.

Peace and All Good,

A handwritten signature in cursive script, reading "Kathleen Flanagan".

Kathleen Flanagan

Executive Director, Mission Integration and Ministry Support

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The Franciscan Leadership Guide was approved
by the Defnitorium in May 2019.
Future versions will be dated and updated on the
FranciscanMissionIntegration.org website

IN GRATITUDE

The Franciscan Leadership Guide reflects the hard work and inspiration of many within our Province. I would like to express my gratitude to all the friars, nuns and lay people that contributed, edited and reviewed the content. The members of the Defnitorium was especially gracious, engaged and generous with their time reviewing this guide and the entire Mission-Integration plan. Several individuals and Orders outside of our Province provided inspiration. They include the Felician Sisters, Christian Brothers and Dignity Health. Many Franciscan documents and websites, including the Ratio of Formation, provided inspiration. Excerpts from the original board guide created by

Fr. Mel Jurisich, OFM and excerpts from the USFranciscans.org have been included.

Photos were provided by Peter Jordan, Br. Dick Tandy, OFM and others.



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