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District Governor Manual  
January 2014

# Serra's National Council for the United States

## District Governor Manual

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**SECTION 1**  
**ORGANIZATION AND STRUCTURE**

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## ORGANIZATION AND STRUCTURE

### I. Serra International

- A. **History** Since 1935, Serra has moved from an informal group of four men in Seattle, Washington to an international organization of men and women throughout the world. Exhibit 1-1 provides a time line from the 1930's to the 2000's on Serra's growth and development.
- B. **Membership in the Vatican Structure of the Church** On May 3, 1951, Serra became officially attached to the Church through the Sacred Congregation for Seminaries and University Studies in the Pontifical Work for Priestly Vocations - see Exhibit 1-2. The attachment is now to the Sacred Congregation for the Clergy.
- C. **Change in International Organizational Structure** At the International Board meeting in Minneapolis on July 2-3, 1996, the Board established nine policy changes regarding the organization of Serra International. With these changes, national councils were given responsibility for district governors and the local clubs within the various district boundaries. The composition of the Serra International Board has been set by Serra International Policy, most recently changed and approved on February 11, 2010. Exhibit 1-3 is the organizational structure for Serra International. Please note that where there are no councils, International Trustees will provide the direction and guidance to District Governors and local Serra clubs. In some parts of the world, the Serra "movement" may be described in terms other than the word "clubs."

Copies of Serra International's Constitution, Bylaws, and Policy Manual, as well as suggested Local Club Bylaws are provided in the Resource Manual.

### II. Serra International Foundation

The International Foundation was organized in 1951 to help Serra International fulfill its objectives of effectively working for vocations in the Catholic church and at the same time, develop lay leaders' vocations to Christian service. Exhibit 1-4 shows the organizational structure of the Serra International Foundation. The Foundation has a board appointed by the Serra International Board to oversee the receipt and distribution of funds obtained from donations. It should be noted that specific arrangements have been made to appoint a Foundation Club Representative in every Serra club throughout the world.

Specific details on the Foundation are found in Section 10 of this manual. The Foundation Bylaws are provided in the Resource Manual.

### III Serra Councils

- A. **General** In the 1970's, the first councils were formed and approved by Serra

International. These councils were in response to the needs of Serra's growing membership and the unique vocational needs of the Church in those councils throughout the world.

Presently there are ten Serra Councils:

Great Britain	Italy	USA	Thailand
Brazil	Mexico	Australia	Spain
Philippines	Canada		

As previously stated, the needs of Serrans not served by a Serra council are directly assisted and administered by an International Trustee assigned by the International Board.

## B. **USA Council (USAC)**

1. **Formation of the Council** The Council was approved and formed in 1994 with Richard Stolly of Lima, Ohio elected as the first national council president. Many capable men and women Serrans, who had benefitted from their service on Serra International committees, became part of the initial Council Board and committees. The organization chart for the USA Council is shown on Exhibit 1-5.

Committees, similar to the International model, were created for the United States and men and women Serrans were asked to participate. The relationship of the committees to the organizational structure is shown on Exhibit 1-6.

Creation of regions and representatives was the next organizational effort. The Council paralleled its regional boundaries to the regional boundaries of the United States Conference of Catholic Bishops in the United States (USCCB); and other national vocation organizations such as, the National Council of Diocesan Vocation Directors (NCDVD), the National Religious Vocation Conference (NRVC), and the National Council of Catholic Women (NCCW).

Regional Directors would be identified and elected by Serra clubs in that region. With the 1996 policy decision by Serra International, the Regional Directors became responsible for the District Governors and the local Serra clubs in their regions. These Regional Directors also serve on the USA Council Board.

2. **Operational Structure** The board and officers of the Council, together with the professional staff in Chicago constructed an organizational structure to respond to all Serrans in USAC. The Council Board consists of 9 officers and 14 Regional Directors.

The primary purpose of the USAC organization is to adequately assist/promote the local Serra club. The Council's Constitution and Bylaws were developed and approved by Serra International. Copies of these are contained in the Resource

Manual disc. The duties of the President and principal officers and committees are contained in Article IV of the Council's Bylaws; detailed Position Descriptions for each of the Council's Officers are contained in the Resource Manual.

C. **Regions/Districts/Clubs**

This element is considered to be the field or operational part of the USA Council.

1. **Regional Liaisons** The Liaisons are officers of the USA Council Board of Directors and members of the Board's Executive Committee. The President assigns each Liaison two Regional Directors for a specific term. Liaisons are responsible for maintaining effective coordination of activities and information between the Executive Committee and the Regional Directors, who are Board members, but not on the Executive Committee. The Executive Committee consists of the President, President-Elect, Immediate Past President, Secretary, Treasurer, VP for Vocation, VP for Membership, VP for Programs, and VP for Communication.
2. **Regional Directors** Each of the 14 Regional Directors is elected by the clubs in their area. The position description for the Regional Director is contained in the Resource Manual. This position description outlines the basic role and responsibilities and is supplemented by the Council's Constitution, Bylaws and approved policies. The Regional Director may appoint deputies during his/her term of office to assist in fulfilling the needs of the Serra clubs and District Governors in that region. The Regional Directors are responsible for assisting and advising governors in the region.
3. **District Governor** This position has been the "standard bearer" for Serra International. The role and responsibilities of the District Governor are varied. The position description of the District Governor is included in the Resource Manual. USA Council has adopted the concept of "Office of District Governor" (OG) to convey three major factors:
  - a. The governor "serves" the office and district.
  - b. In assisting the local Serra clubs, there is a need for consistency and continuity that transcend the one year term.
  - c. There are knowledgeable people available to counsel the governor and governor-elect, e.g., immediate past governor, deputies (if any), district advisory council and special committees at the governor's level.
  - d. Because the governor is the "bridge" between the Council and the local club, an operational manual was developed to assist the Office of Governor. The sections of this manual provide the specifics to describe the governor's challenge.

D. **Local Serra clubs** The clubs are the most important parts of the national

organization. It is from the clubs that vocation awareness and vocation affirmation programs gain meaning and impact. It is the local club members who “provide the hands on approach” to provide the ministries needed by our Church in the United States.

- E. Support Services** Support services are provided to the Council Officers, Regional Directors, District Governors and clubs by the Council’s professional staff. An organization chart for the USA Council’s Chicago Office is contained on Exhibit 1-7.

- **1930s**

In 1935, founders Dan Rooney, Leo Sharkey, Richard Ward and Harold Haberle organized luncheon meetings for business and professional men to exchange ideas on Catholic thought. The primary objective was to encourage priestly vocations. John Bray suggested naming the club after Father Junipero Serra.

- **1940s**

Prayer for Vocations added to club's objective of fellowship and Catholic discussion. Objectives expanded to include religious. Organized Serra International at first constitutional convention in 1938 "University of Christian Principles" urged by Samuel Cardinal Stritch. In 1947, Serra International established office headquarters in Chicago.

- **1950s**

Serra International Foundation established. Serra extends to Canada, Mexico, Peru, England and Italy. Aggregated to the Pontifical Work for Priestly Vocations in 1951.

- **1960s**

Serra extends to Spain, Venezuela, Brazil, Hong Kong, the Philippines and Australia. Serra participates in the First International Vocation Congress, Rome 1962.

- **1970s**

National Councils of Great Britain and Brazil established. Serra becomes a member organization of the U.S. National Catholic Vocations Conference.

- **1980s**

Serra extends to New Zealand, Ghana, Nigeria and Switzerland. Serra participates in the Second International Vocation Congress in 1981. In 1986, women are admitted as members. The National Councils of Spain, Italy, Mexico and the Philippines are established. Called by Name program adopted by U.S. bishops for use in every diocese. Four USA/Canada committees established: Vocations, Programs, Membership and Communications.

- **1990s**

USA/Canada Council (USACC) and the Serra Council of Australia, New Zealand and the South Pacific (SCANZSPAC) are formed. Downtown Chicago Serra office headquarters move from Monroe Street to Wacker Place. Serrans around the world accept the challenge of becoming the "Vocation Arm of the Church."

- **2000s**

The Holy See dedicated Dec. 7, 2000 to Serra International as the Vocation Day of the Jubilee, which represents a special recognition by the universal church of Serra's significance as a lay organization. In June 2000, the Canadian Council formed.



# *Sacred Congregation for Seminaries and University Studies*

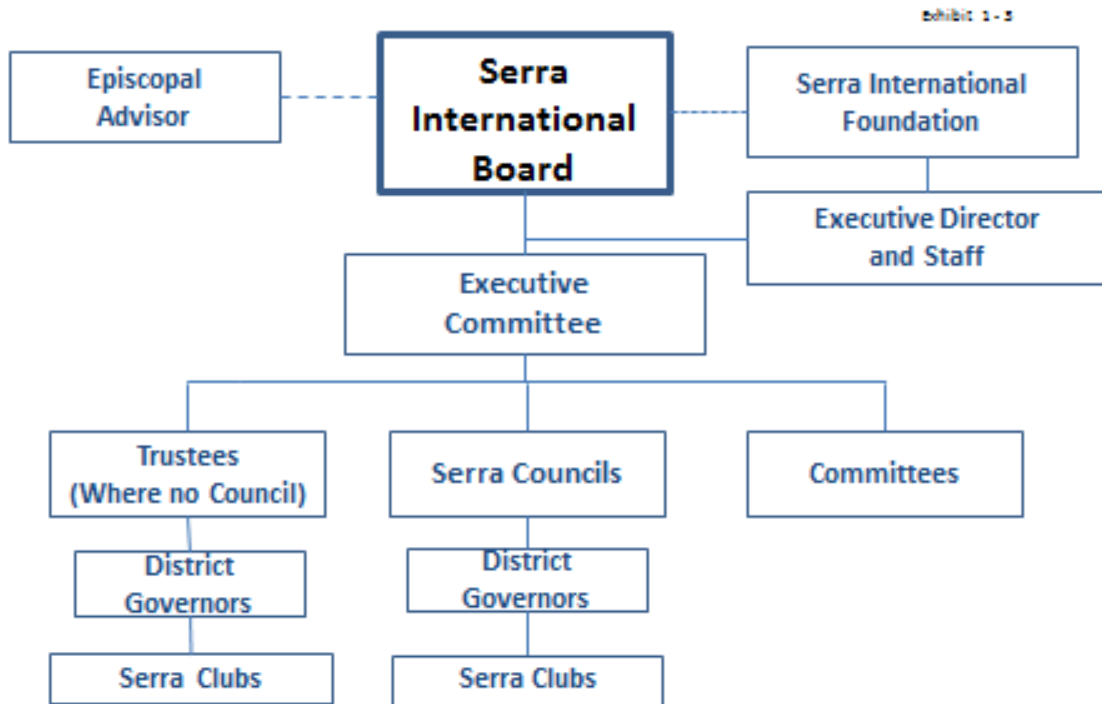
*The Most Eminent and Most Reverend SAMUEL ALPHONSUS Cardinal of the Holy Roman Church STRITCH, Archbishop of Chicago, through His Excellency Amleto Giovanni Cicognani, Titular Archbishop of Laodicea in Phrygia, Apostolic Delegate to the United States of North America, on the 25<sup>th</sup> day of April in the Year of Our Lord 1951, expressed a warm wish that*

## *Serra International*

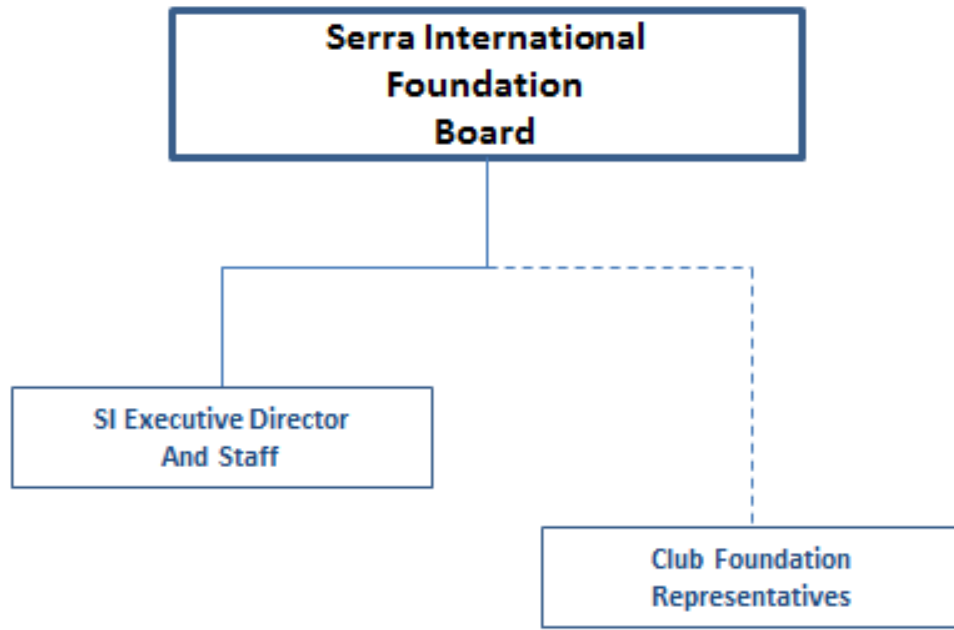
*to which the same Cardinal STRITCH Episcopal Adviser, and a principal aim of which is the fervent encouragement of sacred vocations to the Catholic Priesthood, and thus the right education of boys and youths in view of this end, and with which numerous, and indeed daily increasing in number, Serra Clubs are now occupied – might be attached to the Pontifical Work for Priestly Vocations set up within the Sacred Congregation for Seminaries and University Studies. An application of this nature was unanimously called for on the occasion of the Ninth Annual Convention held by the same Serra International in Kansas City on the 3<sup>rd</sup> and 4<sup>th</sup> days of May in the Year of Our Lord 1951, at which His Excellency the Apostolic Delegate was present. The aforementioned Sacred Congregation readily heeding the request of Cardinal STRITCH willingly attaches the abovementioned "Serra International" to the Pontifical Work for Priestly Vocations as "ADHAERENS," laying it down that Serra International Headquarters and each and every Serra Club should be in harmonious agreement with the Diocesan Works for Priestly Vocations and should offer loyal collaboration to local Ordinaries, the more perfectly to attain the ends described in the Apostolic Letter "Cum Nobis," Motu Proprio issued by the Supreme Pontiff PIUS XII, now happily reigning, on the 4<sup>th</sup> day of November in the Year of Our Lord 1941. Given at Rome in the Palace of Saint Callixtus on the 3<sup>rd</sup> day of May, the Feast of the Ascension of Our Lord JESUS CHRIST, in the Year of Our Lord 1951.*

*Joseph Cardinal Pizzardo  
Prefect*

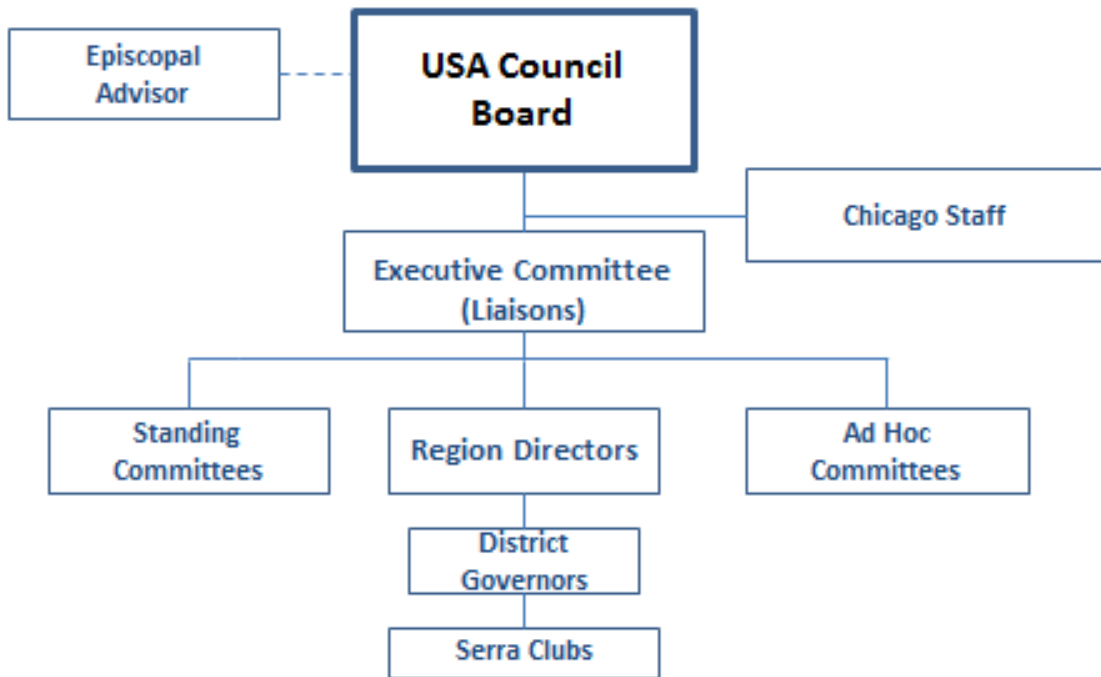
*Archbishop Carlo Confalonieri  
Secretary*



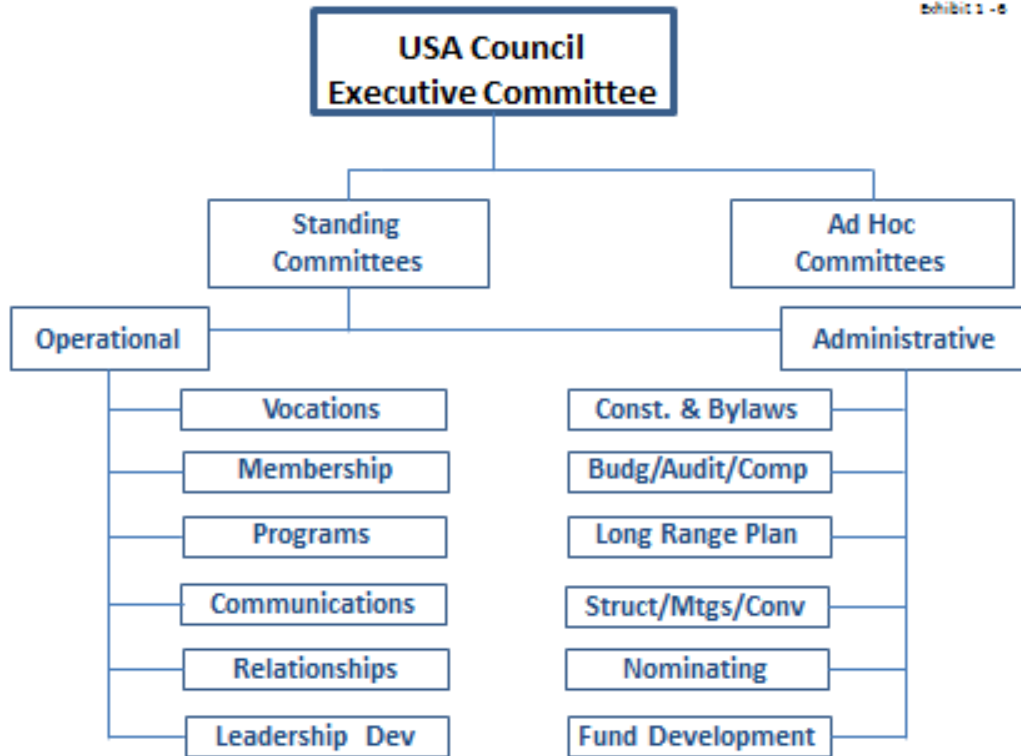
*Serra International Organization Chart*



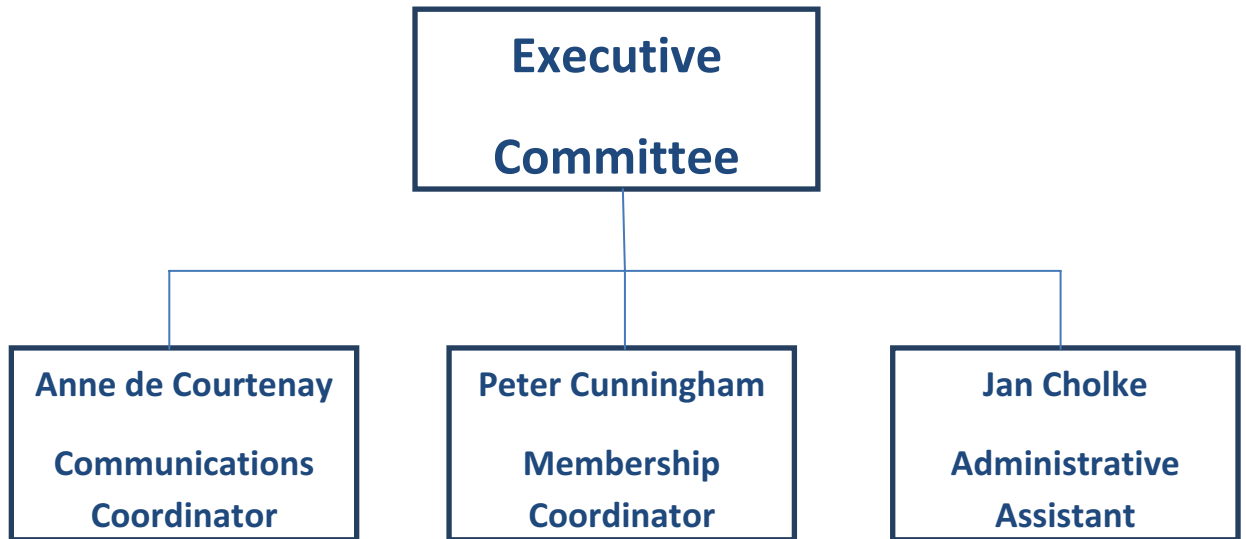
*Serra International Foundation Chart*



*USA Council Organization Chart*



*Committee Organization*



*Office Organization*

## **Section 1 - Organization and Structure**

### **Objectives**

At the conclusion of this section, the Regional Director, District Governor or District Governors Elect should be able to:

1. Understand the role of the five levels of leadership in Serra.
2. Know the history of Serra International and of the Councils.
3. Understand the structure of Serra and how it aids the clubs.

### **End of Section Questions**

1. Who is the District Governor's reporting senior?
2. What is the status of Serra International in the Church?
3. How does the USA Council's structure assist the District Governors and Clubs?

## SECTION 2

### MANAGING THE DISTRICT

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## MANAGING THE DISTRICT

### **I. The Office of District Governor**

The Office of District Governor is made up of the Governor, District Governor Elect, Deputies, the Immediate Past Governor and the District Council.

- a. The Governor serves the Office and thereby serves the Clubs in the district.
- b. The Office provides consistency and continuity of service to the local Serra Clubs which transcend a term of office.
- c. The Governor involves the Immediate Past Governor, Deputies/Assistant Governors.

The Regional Director provides support and communication to the Office of District Governor. This administrative structure is based in the Bylaws and USAC Policy Manual. See the Chart on page 2-11.

### **II. Mission and Ministry**

The mission of the Office of the Governor is to advise, assist and support the development of Serra Clubs within the district and form new Clubs where needed.

### **III. Role and Responsibilities of the Governor**

The Governor has administrative and leadership responsibilities.

- a. The Governor provides a strong link between the USA Council of Serra International and the Clubs.
- b. The Governor's role is to communicate, motivate, and follow up on time lines.
- c. Effective governors provide training and support for Club officers.
- d. The Governor is the Chair of the District Council.

Position Descriptions of the Governor, Deputy District Governor and District Governor Elect are included in the Resource Manual. The governor may appoint Deputies to handle specific tasks.

### **IV. Objectives**

The District Governor will:

- a. Participate in the District Governor Planning Conference.
- b. Plan and implement an effective Incoming President Seminar and Spring Leadership Planning Conference to help Club officers develop active and dynamic Serrans.
- c. Use teamwork to build strong Clubs.
- d. Identify weak Clubs and help them build membership and use USA Council resources
- e. Monitor each diocese in the district and develop New Club Extension Committees to charter Clubs where needed.

## V. District Structure

- A. The Current District Governor is responsible for the status of Serra in the district. A two-year term is recommended; the term of the office is set by the district. The governor keeps the Regional Director regularly informed of status, needs and activities in the district and the district's participation in regional and national goals and objectives.

The governor may delegate functions of the Office of the Governor to other members of the district "team." Such delegation does not absolve the governor of being responsible for the completion of the duties that have been delegated.

Nominees for the Office of Governor should be on based on leadership qualities and skills rather than geography, i.e., clubs taking turns in supplying a nominee.

- B. The Governor Elect is preparing to fill the position of governor and has been elected to fulfill the role of governor once his/her term begins. The Governor Elect can be elected to serve one or two years depending upon the term of the office set by the district.

While serving as Governor Elect, he or she becomes familiar with the responsibilities, duties and function of the governor and accepts assignments of duties and gives support and assistance to the current governor. The Governor Elect always acts in concert with the District Governor. This person acts as governor in the governor's long term absence.

- C. The Immediate Past Governor's term begins with the Installation of the current Governor. He or she, always acting in concert with the District Governor and District Governor Elect, assists, supports, and advises the District Governor and accepts delegated assignments.
- D. Deputy Governors may be appointed by the current Governor and accept the responsibilities assigned by the Governor. Deputies have no automatic succession rights and extreme care must be taken to avoid any conflicts in duties or responsibilities of the Governor Elect. The Deputy Governor's term ends with the term of the appointing governor; he or she does not vote in the District Council meetings.

## VI. District Council

- A. District Council Operating Procedures, in the Resource Manual, will provide guidance for an effective District Council. This Council is composed of the current Governor and Governor Elect, current Club Presidents and active Past District Governors. The District Governor serves as Chairman of the District Council.
- B. Though more meetings may be required for the good of the district, the District Council should meet at least three times a year:

1. At the Spring Leadership Planning Conference in April/May to elect the Governor Elect and approve incoming Governor's goals and proposed plans for the district.
  2. At the International Convention or USA Council annual meeting, USA Council Super Weekend or a separate meeting to clarify tasks or assignments for Council members, Club visits, district extension efforts, the Fall Regional/District Convention.
  3. In October/November at the Regional/District Convention to review the progress of the district and to discuss nominations for Governor Elect for the following term.
- C. Administrative support of the District Council is the responsibility of the Governor who will provide necessary administrative communication and support for the USA Council. Notice of District Council meetings should be 30 days prior to such meetings and minutes of the meetings will be provided by the Office of Governor to the members of the District Council no later than 30 days after the meeting.

## **VII. Death or Resignation**

In the event of illness, death, incapacity to serve or resignation of the governor, the governor elect will become the governor and complete the unexpired term. The district council will meet to nominate and elect a governor elect for the unexpired period should there be a vacancy in the governor elect's position of 60 days or more.

## **VIII. Qualifications for Governor and Governor Elect**

Both positions require that they

1. Be a member in good standing with an active, chartered, duly organized club.
2. Have served as a club officer, especially the club president.
3. Have sufficient time to fulfill duties of the office.
4. Have the ability to personally and professionally communicate with others.

## **IX. Dismissal of the District Governor**

The USA Council Policy Manual, Section 3.1.9, found in the Resource Manual, specifies the causes and procedures for dismissal of a District Governor. The causes for dismissal are:

1. Failure to fulfill the office of the Governor – nonfeasance.
2. Incapacity to perform the duties of the Governor.
3. Failure to maintain membership in good standing of a duly organized, chartered and active Serra Club.
4. Malfeasance.
5. Brings public scandal upon Serra and/or the Catholic Church.

## **X. Relationships**

The Office of Governor works diligently to maintain effective communication with those

individuals and organizations which relate to the mission and objectives of Serra in the district:

1. Individual clubs and officers
2. Diocesan Bishop and vocation director.
3. District/state office levels of Knights of Columbus, National Catholic Committee Scouting, NCCW, etc.
4. Regional Directors, and the USA Council Board and Committees.
5. The Council's Chicago staff.

#### **XI. Newsletters**

At a minimum, the governor sends four quarterly newsletters to the clubs, Diocesan Bishops, the regional director and other appropriate persons. These should be sent in July, October, January and April.

#### **XII. Club Visitation**

The Office of the Governor is the bridge or link between local Clubs, Regional Directors and the USA Council. This helps local clubs understand their role in the larger organization of Serra International.

Each Club and Club Board should be visited a minimum of once in each 12-month term. Additional visits will be on an As needed@ basis. All visits should be well planned by the Office of the Governor and designed to be helpful to the clubs.

Planning visits to local Clubs and with the Bishop should begin in the second half of the Governor Elect's term of office. This early planning, when coordinated with the District Governor, should ensure that the Clubs have adequate time to prepare for the Governor's visits to be conducted after July first. Early planning will enable the new District Governor to give sufficient help to the newly inducted Club Officers.

#### **XIII. Awards**

Serra International Board Recognition of achievement and outstanding contribution to the Serra movement has been primarily on the International Board level. The following awards are given by the International Board:

1. Fr. Serra Award for Promoting Vocations
2. Fr. Serra Award for Furthering Catholicism
3. Outstanding Newsletter Award
4. "Share Serra" Communications Award
5. Outstanding Chaplain Award
6. Harry J. O'Hare Award

The requirements are sent in the Bellringer by Serra International to all club presidents and governors in the Fall of each year. Governors are expected to promote these awards and to encourage clubs to apply for these awards.

Serra International Foundation (SIF) Serra International Board and the USA Council encourage the clubs to contribute to the Serra International Foundation and qualify for one of the five SIF awards. The awards offered vary from time to time. The current awards are listed in Section 10.

USA Council Awards As part of its continuing efforts to recognize and encourage energetic and productive Serrans and Serra Clubs, the USA Council established the following awards. Applications may be found on the web site.

1. Annual Outstanding USA Council Serran Award. This award recognizes the Outstanding Serran in the United States.
2. Distinguished Governor Award. This annual award is approved and presented by the Regional Director to those District Governors that meet the established requirements. Nominations may be submitted by a District Council, and immediate Past District Governor or the Regional Director. Nominations for the previous year must be submitted on or before May 1. The Regional Director will take the appropriate action and inform the District Governor if an award is to be made. The award will be personally given by the Regional Director at the Fall District or Regional Convention.
3. Honor Club. This annual award is approved and presented by the District Governor to those clubs in the District that meet the established requirements. Nominations for the previous year must be submitted on or before May 1. The District Governor will take the appropriate action and inform the Club President of the granting of the award. The award will be personally given by the District Governor at the Fall District or Regional Convention.
4. Distinguished President. This annual award is presented by the District Governor to those Club Presidents in the District that meet the established requirements. Nominations may be submitted by local club Board of Trustees, the District Council or the District Governor. Nominations for the previous year must be submitted on or before May 1. The District Governor will alert the Club President of the granting of the award. The award will be personally given by the District Governor at the Fall District or Regional Convention.
5. Club Membership Campaign Awards. The USA Council sponsors membership campaigns for Serra Clubs in the United States. Clubs that meet the goals in campaigns during the year qualify for an award. Information on the Membership Campaigns is published on the Serra USA Council website. Check the web page and Serra Leader newsletter for details on current programs.

#### **XIV. Records and Reports for Local Clubs**

The Office of Governor is responsible for assisting Clubs in timely submission of required reports, records, dues, etc. to the USA Council and District. The Office of Governor maintains copies of all reports and records so a profile is available on each Club. The Office of Governor should insure that copies of all reports are sent to the Regional Director.

The District Governor's administrative file will be given to the incoming Governor by June first.

*Revised: April 15, 2015*

## **XV. Administrative Expenses**

The USA Council Policy Manual contains recommendations concerning both Regional Director and District Governor. These recommendations are quoted below. District or regional funds will be held in the governor's or director's Serra Club bank account with separate record of deposits and disbursements.

### **2.1.3 Regional Director Expenses**

The USA Council Board recommends that an annual contribution of \$2.00 be made by each Serran in the region to partially offset the out-of-pocket expense of the Regional Director while he or she is performing the duties of the office. The District Governors will remind each of the Club Presidents of this contribution annually in June.

This contribution will cover out-of-pocket expenses directly related to regional activities. These funds will also be used by the Regional Director to offset costs and expenses related to Regional Fall Conventions and attendance at the Regional Directors and District Governors Planning Conferences.

### **2.1.4 Accountability of Contributions Received.**

The Regional Director shall in June provide a written summary to all District Governors showing how the funds received were used. This will permit the Governors to explain to the clubs how their contributed funds were spent. In the event the Regional Director does not conduct a Regional Fall Convention and does not use any of the contributions to cover his or her out-of-pocket expenses, then the Director shall:

1. Transfer the funds to the incoming Regional director and,
2. Advise the District Governors that there will be no contributions for the following year.

The purpose of this contribution is to cover the out-of-pocket expenses related to the Director's regional responsibilities and not to create or enlarge a Regional Treasury.

The Regional Director will send a copy of the fiscal summary to the Regional Coordinator.

### **3.1.10 District Governors Expenses**

The USA Council Board recommends that an annual contribution of \$3.00 be made by each Serran in the district to partially offset out-of-pocket expense while performing the duties of office. The District Governor will remind each of the Club Presidents of this contribution annually in June.

This contribution will cover out-of-pocket expenses directly related to District activities. These funds will be used for out-of-pocket expenses related to conducting a District Fall Convention and to cover out-of-pocket expenses incurred by the Governor or Governor Elect in performance of District duties. Such travel will include visiting local clubs and attending Council development conferences for District Governors and Governors Elect, regional or district conventions and the Regional Directors and District Governors Planning Conferences.

3.1.10.1 Accountability of Contributions Received.

District Governors who receive contributions from each active Serran shall provide a written summary of how these funds were expended for District expenses and activities. This written summary shall be sent to each club President on or before June 1.

The remaining balance of any funds received from these contributions shall be transferred to the Incoming Governor. If the incoming governor does not plan to fund a Fall Conference and does not plan to use these funds in performing the duties of the Governor's office, then these funds will be held in escrow and the clubs informed that contributions for the Governor from the clubs will not be made this year.

These contributions are not to establish or enlarge an ongoing District Treasury.

3.1.11 District/Regional Convention Expenses

The USA Council Board recommends that each region, district or area establish a written policy on the establishment and maintenance of a convention operating fund and how surplus and deficit will be handled. (Approved: January 16, 2005)

**XVI. Communication with the Local Bishop and Vocation Directors**

The Office of the Governor has an important role to play in effectively working with the local Bishop and Vocation Directors. Extreme care must be taken so that such communications do not adversely affect the local club's relationship and roles.

If the Office of the Governor is planning to visit the local Bishop and/or Vocation Director, such plans should be shared with the local club before the visit is made. The local club may provide helpful information and suggest certain areas to stress or not to bring up.



**USA Council 15-Month Planning Calendar**  
**DISTRICT/REGION \_\_\_\_\_**



March	June	September	December	March
April	July	October	January	April
May	August	November	February	May
Misc.	To do:		On-going activities:	



**Summary of Meetings and Events  
District Governor and Regional Director**

*Please use to fill in your 15-month district planning calendar*

January

1. USA Council Super Weekend third weekend in January
2. Club Nominating Committee selects slate incoming officers
3. District Governor publishes the date and location of SLPC
4. Clubs submit ballots for Regional Director Election
5. Confirms Clubs' President Elect to be invited to Incoming President Seminar

February

1. World Day for Consecrated Life
2. District Governors/Regional Director Training
3. Remind Cub Presidents to download and print, or order from Chicago Office, the Officer Manuals for each Incoming Officer. Officers are to bring the Manual for their position to Spring Leadership Planning Conference (SLPC).
4. Amendments to Serra International Constitution and Bylaws due at Serra International Board Office by ninety days before the opening of the Serra International Convention
5. Confirm details of SI and USA Council Membership Drive for Spring.

March

1. USAC Officers Slate sent to Clubs for voting
2. District Governor Conducts Incoming President's Planning Seminar
3. Nominations for Serra International Awards due March
4. Chicago Office notified of all Incoming Club Presidents

April

1. Governor Elect works with Governor to develop District Goals
2. Governor conducts SLPC
3. Elect new Governor Elect
4. Remind Club Presidents of registration deadline for Serra International Convention.

May

1. World Day of Prayer for Vocations
2. Incoming President's Report of Incoming Officers, due by May 31
3. Governor's SLPC Conference Report Due in Chicago Office by May 31
4. Regional Director Year End Report Due by May 31
5. Per Capita Dues Invoices mailed to clubs on or before May 31 for the June 1 to November 30 period
6. Submit Serra International Convention Delegates Credentials or Proxy by May 31 to Serra International
7. Submit District Reports to Regional Director by May 15
8. Submit Distinguished Service and Honor Club Report Forms May 1
9. Attend or delegate to DG Elect or Deputy DG to attend Incoming Club Officer Induction Ceremonies

June

1. Schedule District Governor Visits

2. Serra International Convention
3. During the SI Convention - USA Council Annual Meeting and Induction of District Governors and Regional Directors

#### July

1. Promote Annual Membership Drive
2. Confirm District Governor Visits
3. Promote District/Regional Convention and set expectation for each Club to be represented.
4. Confirm Club Officer Roster for Clubs
5. Encourage each Club to plan an AIn His Step@ or similar re-commitment program during September

#### August

1. Begin Club Visits
2. Confirm Awards for District/Region and schedule time during District/Regional Convention for presentation of awards.
3. Submit Regional Directors Reports by no later than August 15.
4. Submit Committee Reports to Chicago Office by no later than August 15

#### September

1. Awards sent to Convention Chairs.
2. Monitor Club re-commitment program.
3. Send Minutes of previous District Council Meeting, announcement and Agenda of Council Meeting at Fall Convention to all Council members.

#### October

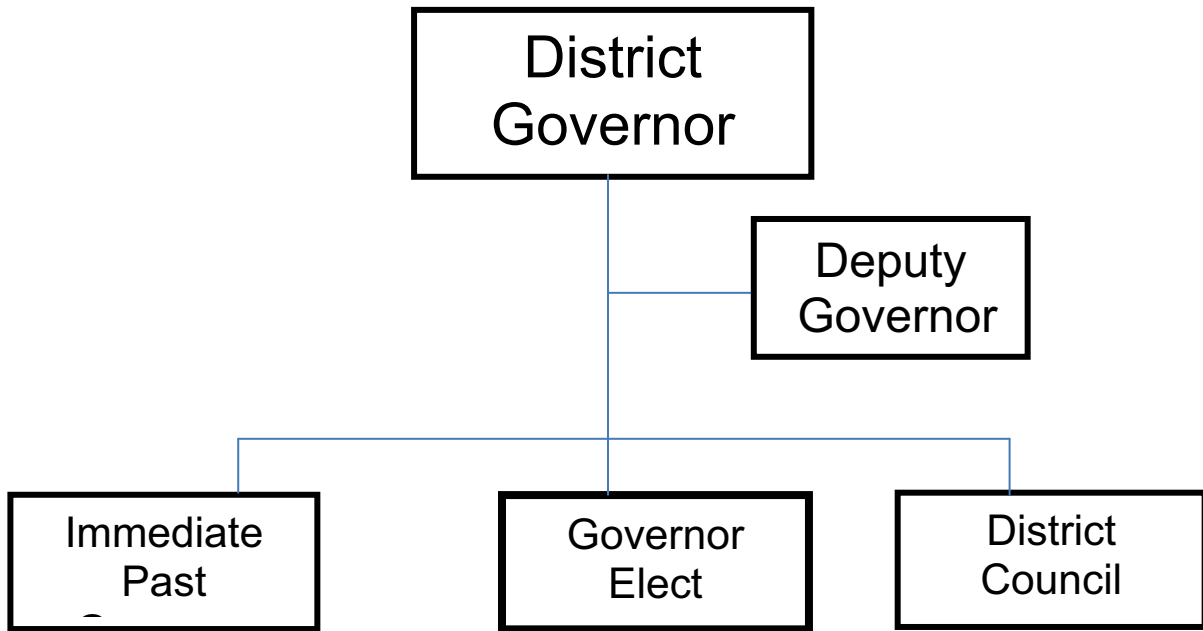
1. Complete Club Visits
2. Nominations due for Regional Directors
3. Participate in Fall Convention and conduct District Council Meeting.
4. Priesthood Sunday (month to be changed 2014 or 2015)

#### November

1. National Vocations Awareness Week
2. Per Capita Dues Invoices mailed to clubs on or before November 30 for the Dec 1 - May 31 period.
3. District Governor Elect appointed and Chicago Office notified by November 30
4. Submit mid-year District reports to Regional Director by November 30
5. Serra International Foundation Grant Submission by November 15 to USA Council
6. Begin planning for SLPC B Date, Location, and Facilitators.

#### December

1. District - Regional Convention Recap due December 1
2. Regional Director mid-year reports Due December 15
3. Nominations for Regional Director due December 10
4. District Governor Club Visit report due December 15
5. Ballots for Regional Director Election mailed to clubs on or before December 15
6. Regional Director's Six Month Reports due by December 15 to the Regional Coordinator and Chicago Office.



HOW MEMBERS OF THE OFFICE OF DISTRICT GOVERNOR  
CAN ASSIST THE GOVERNOR DURING THE YEAR

(Current Governor ‘ CG; Governor Elect ‘ GE; Immediate Past Governor ‘ IPG)

A 15-month calendar is used to show the overlapping of responsibilities and duties for the Office of the Governor. The first month is March and the last month is May even though the outgoing governor’s term will not end until June.

MARCH

- Complete planning and hold one-day seminar for incoming club presidents ..... CG
- Remind clubs of delegate duties and responsibilities for International Convention explaining any amendment to International Constitution and By-Laws.....CG/GE
- Meet with Clubs in formation and complete required reports .....CG/GE
- Promote International Convention.....CG/GE
- Support district nominating procedures for governor elect in April/May ..... CG
- Complete final planning steps for SLPC in April/May .....CG/GE
- Communicate with local club officers on need/registration for SLPC..... CG/GE/IPG
- Visit those clubs needing assistance in specific areas .....CG/GE
- Arrange end-of-term meeting with regional director..... CG
- Assess club’s efforts/activities in International Foundation fund raising.....CG/GE

APRIL

- Contact and communicate with facilitators/speakers for SLPC .....CG/GE
- Discuss governor elect nominations and procedures with Chair,
- Advisory Council at SLPC ..... CG
- Review with Governor Elect the club visitation reports and priority for club visits ..... CG
- Complete pending assistance visits to clubs in need before SLPC..... CG
- Remind clubs of donations to Foundation and award levels ..... CG
- Promote International Convention.....CG/GE
- Meet with clubs-in-formation committees, groups..... CG/GE/IPG
- Promote 100% attendance at SLPC of all incoming officers ..... CG/GE/IPG
- Review District/Region Convention planning with chair and committee ..... CG
- Have each club designate local Serran to promote Fall Convention ..... CG
- Issue 4th District Newsletter to clubs and other groups .....CG/GE

MAY

- Conduct SLPC and hold District Council meeting.....CG/GE
- Elect governor elect ..... CG/GE/IPG
- Conduct transition meeting with incoming governor and governor elect and review upcoming 15-month calendar for district planning ..... CG
- Promote International Convention.....CG/GE
- Attend local club induction programs..... CG/GE/IPG
- Develop schedule of proposed visits to local clubs ..... CG
- Final reminder to club presidents of delegate designation and voting and International Convention..... CG
- Report to regional director on status of district ..... CG

## JUNE

- Assure timely submission of club rosters/reports and district reports ..... CG
- Update District Extension Team plans/activities for new clubs and membership increase .....CG/GE
- Remind clubs of Blessed Serra anniversary on August 28th ..... CG
- Complete necessary reports for proper transition ..... CG
- Remind clubs of dues deadline to USAC .....CG/GE
- Attend International Convention .....CG/GE
- Advise club presidents of governor’s plan for upcoming club visits ..... CG

## JULY

- Issue first newsletter to clubs listing district goals, increased membership efforts, vocation efforts/activities..... CG
- Inducted as Governor in home club by Regional Director if Governor did not attend ..... CG
- Convention induction ceremony ..... CG
- If agreeable with club presidents, offer to meet with Diocesan Bishops/Vocation Directors..... CG
- Promote Fall District/Regional Conventions..... CG/GE/IPG
- Identify assignments/responsibilities of Governor Elect, Advisory Chair ..... CG
- Clarify plans/progress of District/Regional Convention Committee..... CG
- Ask clubs to forward dues for Fall Convention to governor/regional director..... CG
- Develop follow-up programs for club extension, increased membership, vocation programs, and involvement of all club members.....CG/GE
- Personally confirm club visit plan/schedule ..... CG
- Encourage clubs to provide feedback on International Convention to members .....CG/GE
- Encourage clubs to use the programs in the Program Manual Part II ..... CG
- Confirm meeting with Regional Director ..... CG

## AUGUST

- Inform Regional Director of club activities promoting Blessed Serra’s anniversary ..... CG
- Finalize and promote District/Regional Convention and release agenda ..... CG
- Contact local club liaison person to strongly promote Fall Convention .....CG/GE
- Final preparation for club visits to include club and board meetings..... CG

## SEPTEMBER

- Conduct club visits.....CG/GE
- Maintain club-in-formation efforts .....CG/GE
- Send written summary of club visit on pending issues within two weeks of visit .....CG/GE

## OCTOBER

- Send second District Newsletter ..... CG
- Participate in District/Regional Convention; use evaluations to assess programs, insure thank you letters are sent ..... CG/GE/IPG
- Conduct District Council meeting at Fall Convention..... CG

## NOVEMBER

- Complete all initial club visits ..... CG
- Identify clubs needing assistance visits .....CG/GE
- Confirm location, host club/district for next year’s Fall Convention ..... CG
- Submit nominees to USA Council for positions on the USA
- Council or Serra International Boards/committees..... CG

- Insure Fall Convention report shows income/expense/balance if any as well
- as attendance ..... CG
- Begin planning phase for SLPC..... CG
- Advise clubs of date/location of District Seminar for incoming club presidents ..... CG

DECEMBER

- Maintain club-in-formation and increased membership efforts .....CG/GE
- Assess duties/responsibilities of Governor Elect, Chair, etc ..... CG
- Support/encourage club participation in International/District/Region Award.....DG/GE/IPG
- Urge clubs to participate in funding International Foundation..... CG

JANUARY

- Attend USAC Conference for governors, governors elect and regional directors.....DG/GE
- Send third District Newsletter.....CG
- Hold District Council Meeting to plan for GE nomination, assess district progress and club efforts.....CG
- Monitor clubs' timely submission of dues to the USA Council ..... CG
- Obtain name of local club representative to promote International Convention.....CG/GE/IPG/CC

FEBRUARY

- Encourage incoming club presidents attendance at Incoming President Seminar..... CG
- Identify speakers/facilitators for SLPC.....CG/GE
- Make needed assistance visits to clubs on priority basis .....CG/GE

## **Section 2 - Managing the District**

### **Objectives**

At the conclusion of this section, the Regional Director, District Governor or District Governor Elect should be able to:

1. Explain the meaning of “Office of District Governor” and define the mission of that office.
2. Describe and implement the Governor’s direct opportunities to assist the Serra Clubs and officers in their district.
3. Explain how Governors are an essential communication link between the Serra Clubs and the USA Council as all strive to achieve the Mission of Serra International.

### **End of Section Discussion Questions**

1. What tools and assistance can you use to implement Council support for the Serra Clubs?
2. Why is it important for you to know and work your Job Description as District Governor or Regional Director?
3. What do you consider the most important parts of your role as Regional Director or District Governor?
4. What resources does the Regional Director have in serving the clubs in the Region or District?
5. Which District Governor responsibilities will require your further understanding and assistance?
6. What district information and/or resources do you need from the current or previous governors?

## SECTION 3

### GOVERNOR CLUB VISITS & STRENGTHENING THE CLUBS

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## GOVERNOR CLUB VISITS & STRENGTHENING THE CLUBS

### I. The Purpose of the Governor's Visit

- A. The District Governor is the club's primary contact with the USA Council and with Serra International. The club is where the work of Serra is performed. Accordingly, it is essential that leadership at all levels is informed of what is happening on the club level and that the club members have the opportunity to hear and speak to their District Governor.
- B. Club visits are one of the most important responsibilities of the District Governor. The governor's report on each visit provides the Regional Director and the USA Council Board with information on how clubs are functioning at the local level. The visit is a key opportunity for the governor to inspire and inform the clubs on a variety of Serra matters and to hear the concerns, problems and successes of the clubs firsthand.
- C. At the Spring District Leadership Planning Conference (SLPC), the governor helps clubs set specific, measurable and attainable goals for the year. During the club visit the District Governor is able to evaluate the progress being made to achieving the established goals. The District Governor is able to exchange ideas and information received from the USA Council office, local club newsletters and club visits. To prepare for the club visit, the governor should review the files received from the previous governor.
- D. The District Governor must objectively evaluate the Serra Club during his/her tenure so that:
  - 1. Recognition and praise are given for excellence in Serra Club activities.
  - 2. The Serra Club fulfills the mission and objectives of the USA Council of Serra International.
  - 3. Problems, if they exist, can be identified, addressed, and resolved without delay
  - 4. The District Governor can coordinate any remedial action required. The Regional Director may be contacted so that he or she can review the situation, isolate and address each facet of the problem directly, offer suggestions, and assist the Serra Club to achieve its mission and objectives.

### II. Resources

- A. Publications and Manuals: The Governor monitors clubs to assure they have obtained and reviewed the manuals for the Club Officers and Trustees. The club membership should be encouraged to review the Handbook for Serrans at a club meeting. "The Serra Leader" newsletter, the "Going Forward" e-newsletter and "In the Loop" on the website contain many excellent articles, information and sharing of Serran activities and programs. The Handbook for Serrans and back issues of the *serraUSA* magazine are downloadable from our website [www.serraus.org](http://www.serraus.org).

- B. Chicago Staff: Full time staff is available to help the Governor and the local Clubs.
  - a. Phone: 888.777.6681
  - b. Fax: 888.777.6803
  - c. E-mail: [serraus@serraus.org](mailto:serraus@serraus.org)
  
- C. USA Council Merchandise: This catalog contains various Serra brochures, prayer cards, clothing and items with the Serra logo, etc. that can be purchased for club or individual use. The catalog is available by calling the USA Chicago office or from the Council's web site at [www.serraus.org](http://www.serraus.org).

### **III. Scheduling Club Visits**

- A. The Incoming District Governor should schedule and coordinate the planned club visits by June 15, preferably at or before the SLPC. Before November 1, the governor should visit each club.
  
- B. Prior to the club visit the District Governor should schedule a meeting with the club board of trustees. The Governor is the primary speaker at the general club meeting. Consult the previous Governor's Club Visitation Report (11-G-3) before the visit.
  
- C. Use the Governor's Club Visitation Report to inform the Regional Director and the USA Council Chicago Office the results of the visit.

### **IV. How to Evaluate a Club**

The governor should attempt to evaluate the effectiveness of the club being visited:

1. Does the club meet regularly? How often?
2. Are all meetings well run, using an agenda?
3. Does the club have all of the required officers, a Serra International Foundation Representative and a Club Communications Coordinator?
4. Have all board members attended SLPC leadership training?
5. Does each VP have a committee of three to six Serrans?
6. Does the club perform meaningful vocation work?
7. Does the club have a newsletter and external communications on events and programs?
8. Are programs at club meetings truly adult Catholic continuing education and formation?
9. Does the club have goals and a plan to increase and maintain membership?
10. Do club members attend district or regional conventions?
11. Do club members attend the Serra International Convention?
12. Does the club regularly send a Delegate to the Serra International Convention?
13. Is the club president an active member of the District Council?
14. Is the club current with its S.I. and USAC dues and with district and regional fees?

## **V. Attending a General Club Meeting**

Part of the governor's official visit should include attending a general meeting of the club as the primary speaker. The District Governor should update the club on what Serra International is doing around the world and what the Council is doing in the United States. The District Governor should strive to bring club members closer to understanding their importance on a district, national and international level. The District Governor should share ideas that he or she has learned from other clubs in the district and in the Council and encourage Serrans to read the SI and USAC websites.

## **VI. Meet with the Board of Trustees**

- A. The governor should share with the vice presidents the best Serra has to offer in the areas of vocations, membership, programs, communications and finance. Information on USA Council-wide initiatives may be found in reports from these USA Council Committees on the website: [www.serraus.org](http://www.serraus.org)
- B. Listen carefully at the board of trustees meeting. Have specific questions prepared for each of the officers, based on research done prior to the visit. Use them if the board's discussion and the club newsletter do not answer them sufficiently. If the meeting does not have an agenda or is not well run, discuss with the board of trustees how other clubs run effective board meetings. Be helpful. Listen to what is being said and be supportive. Share the best ideas Serra has to offer.

## **VII. The Governor's Report**

- A. The Governor's Report of each club should be completed within one week of the visit. The District Governor's Club visit report is contained in Section 11 and is downloadable from the Council's website [www.serraus.org](http://www.serraus.org). An e-mail version of this report is also on the website.
- B. This report and its content should be shared with club leadership. The District Governor is encouraged to add supplemental comments on additional pages. The supplemental comments should emphasize in detail the club's strengths and weaknesses.
  - 1. If there is a weakness, a letter by the Governor will indicate a plan to follow up on these matters to determine the club's progress.
  - 2. The governor must indicate in each club report if additional assistance is required from the Regional Director or the USAC office.
  - 3. Once the club visit has been completed, the report should be mailed to the Regional Director and to the USA Council Chicago Office.
  - 4. The report is due no later than December 15<sup>th</sup>.

## **VIII. How to Make a Club More Attractive**

Engage clubs in a self-assessment process. Using techniques such a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis can be helpful. The profile that emerges through assessment of clubs' strengths and weaknesses and to take measures to reinforce the positive and remedy the negatives will ultimately improve the club. An objective review of the club's goal setting and goal accomplishments also can be very helpful in making the club more attractive to its members. The governor's involvement in the process can provide a valuable outside perspective.

#### **IX. Leadership and Motivation of Volunteers**

The governor should encourage the club to schedule the bishop and/or another outstanding motivational speaker for one of the club meeting programs. Encourage the Bishop to concentrate on the need and value of the volunteers in Serra and remind the members of the excellent contributions they make. District Governors are also encouraged to remind themselves, Serra Clubs, and Serrans throughout their district of the very unique nature of our organization and our mission and ministry.

#### **X. Purpose of the Local Serra Club**

The local Serra club's primary purpose is to provide vocations related programs in support of the diocesan vocation initiatives and adult education and faith formation for its members.

#### **XI. Purpose of the USA Council of Serra International**

- A. The primary purpose of the USA Council organization, i.e., the District Governors, Regional Directors, National Committees, the USA Council Board, and the professional staff in Chicago, is to assist and promote the local Serra clubs in their ministry.
- B. The USA Council is responsible for providing training and resources which will advance the activities and vocations ministry in local USA Serra clubs. The USA Council coordinates dynamic national committees that strive to further advance Serra's mission through the leadership development and planning of Serrans.
  1. The Vocations Committee works to develop new and innovative ways to nurture emerging vocations to the ministerial priesthood and religious life.
  2. The Programs Committee dedicates itself to the Catholic adult education and faith formation of Serrans by developing and promoting engaging programs for discussion, reflection, prayer and catechesis at club meetings.
  3. The Communications Committee recognizes the significance of awareness. It uses many platforms to communicate and inform the Serra International community and others of our accomplishments in vocation ministries.

4. The Membership Committee is challenged to expand our membership in the United States.
5. The Relationship Committee strives to develop working relationships with other Catholic organizations involved in vocation ministry. The Serra Clubs in the USA benefit from a national perspective because the USA Council of Serra International has collaborative relationships with other national vocation organizations.
6. The other standing committees help with the administration of the USA Council.

C. USA Council Mission Statement

Our mission is:

1. To foster and promote vocations to the ministerial priesthood in the Catholic Church as a particular vocation to service, and to support priests in their sacred ministry;
2. To encourage and affirm vocations to consecrated religious life in the Catholic Church; and
3. To assist its members to recognize and respond in their own lives to God's call to holiness in Jesus Christ and through the Holy Spirit. (Serra International Constitution, Art. II)

D. USA Council Vision Statement

Our vision is:

1. To educate and inform our members, collaborators, and the Catholic Community of our commitment to promote the ordained priesthood and religious life.
2. To encourage and affirm the ordained priesthood and vowed religious life as a positive lifestyle.
3. To inspire and call forth a well-trained and dedicated corps of leaders at all levels of Serra by spiritual and practical formation.

Therefore, that by our works, we will be recognized and sought after as the organization that actively works and promotes vocations to the ordained priesthood and vowed religious life in the United States.

- E. The USA Council accomplishes much of its work at regularly scheduled planning, training, and semi-annual national committee meetings. The USA Council encourages and supports annual Fall District and Regional Conventions modeled after the International Convention.

**XII. Purpose of the Serra International Foundation**

The Serra International Foundation is the fund-raising arm of Serra International. The Foundation's purpose is to develop the financial resources needed by Serra International to fulfill its objectives. The Serra International Foundation also makes grants to Serra

International and to other organizations whose programs promote the goals and objectives of Serra.

### **XIII. Purpose of Serra International**

Serra International is the parent organization under which all councils and clubs outside of Councils have been formed. The objectives of Serra International, and thus all Serra Clubs, are

1. To foster and promote vocations to the ministerial priesthood in the Catholic Church as a particular vocation to service, and to support priests in their sacred ministry;
2. To encourage and affirm vocations to consecrated religious life in the Catholic Church; and
3. To assist its members to recognize and respond in their own lives to God's call to holiness in Jesus Christ and through the Holy Spirit. (Serra International Constitution, Art. II)

Serra International publishes **Serra Connects** magazine and the "Bellringer" newsletter for Serra leadership. These publications feature news and other information which is of particular interest to the Serra International community and USA Council.

### **XIV. Benefits of Belonging**

A. The direct and indirect advantages and benefits of membership in a Serra Club are

1. Worldwide recognition: Serra International currently engages more than 19,000 Serrans in more than 800 Serra Clubs in thirty-six countries working for vocations. This includes a network of national councils, which serve the local Serra clubs in their regions, addressing their unique demands and needs of vocations.
2. International activities include the annual Serra International Convention which draws together Serrans from around world for prayer and celebration of the Eucharist, fellowship, and workshops. The workshops are typically in communications, vocations, programs, and membership as they apply and benefit Serrans and Serra Clubs' vocation ministry. The Serra International Convention also schedules keynote speakers that present topics of particular interest to Serrans worldwide.

B. Specific benefits to each Serran and Serra club in the U.S.A.

1. The "Serra Leader" published quarterly
2. The "Going Forward" e-newsletter
3. Maintain Liability and Officer's & Director's Insurance
4. Club Officer Manuals on line and the merchandise catalog

5. Toll-free voice and fax services to the Chicago Office
6. Maintain the web page on the Internet [www.serraus.org](http://www.serraus.org)
7. All Governmental registration and reporting as 501(c)(3) tax exempt corporation for all clubs; IRS reporting
8. Assistance to all clubs on all aspects of vocations, programs, membership, new club formation, and communications
9. Collaborate with the NCDVD, NRVC, and NFPC.
10. Record keeping, including maintenance of Serra club and membership records

C. Services to Regional Directors and District Governors

1. One annual planning/training conference
2. Support seminars at the Serra International Convention
3. Logistical and direct assistance to District and Regional *conventions, i.e.,* mailing labels, insurance certificates, materials and exhibits
4. Creation and revision of the District Governor's manual, District/Regional Convention manual and Serra Club Officers' manuals

D. Services to Board and Council

1. Preparation for three board meetings
2. Scheduling two meetings of 14 committees
3. Scheduling telephone conferences between Executive Committee, Board, and standing Committees
4. Maintenance of all Council records, Policy Manual, Council and Committee minutes

**XV. Participation in District Nominations for Governor Elect**

- A. All clubs must be helped to feel a part of the District. Participation in the District activities will create an awareness and acceptance for being part of the larger Serra organization.
- B. A major activity in District affairs is nominating a club officer or former officer of a club in the district as Governor Elect. Nomination procedures and qualifications should be provided to each club president along with club nomination forms. The Governor will encourage each club to nominate at least one person for Governor Elect. The District Council holds this election at the Spring Leadership Planning Conference.

**XVI. Remedial Action for Weak Clubs**

After the Governor has made a club visit, it may be determined that the club is a "weak club." The Governor may have observed that the club is not paying its dues on a timely basis, is delinquent in submitting its reports or of any of the "Danger Signals of a Weak Serra Club" shown on Exhibit 3-3, Page 3-13. Based on these delinquent practices the

Regional Director, District Governor or District Governor Elect can designate the club as a “Weak Club” and must then advise the USA Council accordingly.

- A. The District Governor or District Governor Elect should schedule a meeting within 30 days of classifying the club as a Weak Club to define the problem. A report must be filed within one week after the club visit with the Regional Director and the USAC Office. The report should contain as a minimum:
  1. Opinion of the possibility of the club becoming an active organization
  2. The recommended remedial plan
  3. The time period needed.
  
- B. After defining the problem, the District Governor or District Governor Elect shall schedule another club visit within 30 days to outline a plan of action to rejuvenate the club. A commitment must be obtained from the Club President and other club officers to carry out the plan within a reasonable agreed upon time period. The District Governor and District Governor Elect will work closely with the club; during this period the club will be on probation.
  
- C. After the action plan has been carried out and depending on its success, the Regional Director, District Governor and the District Governor Elect will consult with the USAC Office as to the need for further action.



## Exhibit 3-1

### Danger Signals of a Weak Serra Club

1. Club delinquent in paying Per Capita Dues for several billing periods
2. No officers elected or officers being “recycled.”
3. No or few scheduled meetings with programs throughout the year
4. Club has not conducted a membership campaign in the last year.
5. Club has not had any new members in last year.
6. Club average attendance at meetings is declining.
7. Club membership is declining.
8. Club does not have a membership committee.
9. Club does not have orientation or induction ceremony for new members.
10. Club does not have both male and female members
11. Club’s membership does not reflect the community’s population
12. Internal program planned less than a month in advance.
13. Programs consist of speakers only
14. Club does not engage in active vocation activities
15. Club doesn’t hold regular board of trustees meeting with an agenda.
16. Club does not issue a bulletin or newsletter.
17. No attendance at SLPC.
18. No attendance at regional, district or international conventions.
19. Membership meetings not run with an agenda.
20. Club doesn’t give speaker a topic.
21. Club does not have a chaplain.
22. Chaplain does not attend meetings.
23. No rapport with vocation directors.
24. Club does not submit required reports or updated records.
25. No current District Governor Visit Report
26. No rapport with other Serra Clubs in the district or region.
27. Club does not participate in district-wide vocation or program events.

## **Section 3 - Governor and Clubs**

### **Objectives**

At the conclusion of this section, the Regional Director, District Governor or District Governor Elect should be able to explain:

1. The importance of the Governor's Club Visits
2. The value of the District Governor's Visit Report as a resource and tool.
3. The importance of establishing a working relationship with the Club Officers and Members
4. The Regional Director's or District Governor's role in strengthening the clubs.
5. How to identify weak clubs and possible remedies.
6. Where to go for assistance.

### **End of Section Discussion Questions**

1. What is the purpose of the District Governor attending a general club meeting?
2. What are the principal areas evaluated by a District Governor during the club visit?
3. What are the resources available to the District Governor for follow up to his or her club visit?
4. What tools are available for determining a weak district or club?
5. What remedial action can be taken to strengthen weak districts or clubs?
6. What means are available to a Serra Club to self evaluate its status?

**SECTION 4**

**VOCATION ACTIVITIES**

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## SECTION 4 VOCATION ACTIVITIES

### **I. Role of the District Governor**

Each District Governor has been called to provide support and guidance to the Serra Club leaders within the district boundaries. Governors communicate the programs of the Serra USA Council Vocations Committee to the clubs and from the clubs back to the USA Council. The Governors are responsible for training Club VP Vocations through the Spring Leadership Planning Conference and for leading Serrans in the district to achieve the common Vocations mission of USA Council:

***"Our mission is to foster and affirm vocations to the ordained priesthood and vowed religious life in the United States and through this ministry foster and affirm our members' common Catholic faith."***

The late Holy Father, John Paul II, in his address to the Serrans who gathered in Rome during their Jubilee pilgrimage said:

*"4. Along with prayer, the work of fostering vocations also requires a constant effort to bring the need to people's attention through personal witness, so that God's call may encounter a ready hearing and generous response in those to whom it is directed. This is the aim of your efforts to spread an authentic culture of vocations." (See Exhibit 4-1 for the Holy Father's full address.)*

The American Bishops chose as the title for their Pastoral Plan from the Third Continental Congress on Vocations - "Conversion, Discernment, Mission. Fostering a Vocation Culture in North America." (April 2002) The USA Council has accepted the challenge by our American Bishops to foster a culture open to vocations to ordained and consecrated life.

The knowledge and leadership of the District Governor are keys to meeting these challenges. Each governor will have the most direct contact with the leaders of the Serra Clubs in his or her district.

### **II. Gather Information and Get Organized**

- A. The district governor should become aware of the USA Council Vocation Programs, and the resources available from other church vocation organizations that collaborate with the USA Council and the local diocese(s) vocations office(s). Names and telephone numbers of the Council's contact people are available from the USA Council Office and in the Handbook for Vocations Activity for the following groups:
1. Serra International
  2. USA Council of Serra International

3. United States Conference of Catholic Bishops (USCCB)
4. National Conference of Diocesan Vocation Directors (NCDVD)
5. National Conference of Religious Vocation Directors (NRVC)
6. Knights of Columbus
7. National Catholic Committee on Scouting (NCCS)

The district governor should be aware of national and international vocation activities and programs such as:

1. *Priesthood Sunday*
  2. National Vocations Awareness Week
  3. World Day for Consecrated Life
  4. World Day of Prayer for Vocations
  5. Bishops' pastorals
  6. *Future Full of Hope*
  7. *The Pastoral Plan of the Third Continental Congress on Vocations*
  8. The vocation strategy of the diocese(s) in the district.
- C. The governor should become aware of the vocation activities in each club in the district prior to beginning his or her term by holding a transition meeting with the current governor to review the vocations programs that worked in the district or diocese(s). In addition, the district governor should review the clubs' incoming vocations Vice President's initial Planning Report, the report of the previous governor's club visits, and club newsletters. He or she should do this before recommending specific vocation activities at his or her official visit to each club's board meeting and membership meeting.

### **III. Planning and Coordination of District, Diocesan and Religious Congregation Vocation Activities**

- A. It is the responsibility of the district governor to establish and maintain the Serra relationship with the bishop(s) and vocation director(s). In those districts where there is more than one diocese, the district governor may wish to delegate this authority to deputy district governors. It is the responsibility of the district governor to monitor, support and encourage his or her deputy district governor(s).
- B. The governor or assigned deputy should ensure that a meeting with the bishop and/or vocation director is scheduled before the Incoming Presidents Seminar or at least before the Spring Leadership Planning Conference (SLPC) to review the vocation activities planned for the diocese(s) and identify Serra's role in them. He or she should consider including the past presidents and presidents elect (or their designees) in the planning process in order to assure continuity. Ask the vocation director(s) and/or rector of the seminary to address the officers at the SLPC.

- C. It is important to work with diocesan vocation directors. Consider these Action Steps for district governor or deputy (where appropriate):
1. Develop an annual Vocation Activity plan for your district using the resources of the USA Council Vocations Committee goals and program and the diocesan calendar of vocation events.
  2. Establish a close working relationship with the diocesan and religious vocation directors.
  3. Establish a relationship with vocation collaborators.
  4. Where appropriate help with the planning of the diocesan vocation strategy.
  5. Establish where Serra can help and identify Serra's role and assignments
  6. Encourage the implementation of the Parish Contact Program to Serra Clubs.
  7. Encourage Serrans to be the additional "arms and legs" of the diocesan vocations office.
  8. Coordinate activities through the Serra district council (where appropriate.)
  9. Encourage club or individual assignments to split up the workload so that multiple Clubs and many Serrans can participate. An effective chairperson should be selected for activities, e.g., Called by Name, Discernment Weekends, PVC workshop and other diocesan-wide vocation activities.
  10. Meet regularly with the vocation office(s) to update and schedule vocation programs and activities for 12 to 18 months in the future.
- D. Keep in mind that a district governor, a deputy governor or governor elect should attend as many district and regional vocation functions as possible. This personal contact is essential for the Office of District Governor to build good relationships with Club leaders and represent the USA Council of Serra International.

#### **IV. Effective Planning through District Council and Clubs**

- A. Build and distribute the district vocation calendar. Consider incorporating at least these items.
1. All items from Diocesan Vocations Calendar
  2. Prior vocation programs that worked in the district (diocese(s))
  3. All items on Serra International and USAC Vocations Calendar
  4. USAC Vocations Committee initiatives
  5. A date to train or re-motivate Parish Contact Program chairmen.

Determine which Clubs have implemented the Parish Contact Program and which clubs are not using the program. Consider identifying a Serran with PCP experience to appoint as Deputy Governor responsible for implementation of the program.

- B. At your first district council meeting, preferably in March prior to or in connection with Incoming Presidents Seminar, set aside sufficient time to discuss each club's vocations thrust for the year.

- C. Distribute the diocesan vocation calendar and the governor's vocation activity plans for the year. Obtain a consensus of what the clubs can and will do to fulfill the plans. Make an assignment of each diocesan or District-wide activity to a specific club to head up for the ensuing year. Be sure that each club knows exactly what is expected of it. Obtain commitments from each club so that all are assured that the overall plan will be accomplished.
- D. In addition, encourage each club to pursue its traditional club and parish vocation activities. Establish a method of monitoring the time lines for these activities using the 15-Month Planning Calendar and follow-up on Action Steps on various projects.

#### **V. Improving Club Vocation Activities**

- A. In January 2003, the USA Council Board adopted the goal "That there be vocation activities in every parish in our Serra Clubs' geography." Present the concept to the Diocesan Vocation Director for approval. With this approval it becomes every club's responsibility to establish a vocations relationship with each parish in their area. The best way to do this is by implementing the "Parish Contact Program." Refer to Exhibit 4-3, referred to as the "Green Book" available from the USA Council Office. Convince your district's club leadership on the viability of the program.

Include training on the Parish Contact Program in each year's Spring Leadership Planning Conference (SLPC). If training in the Parish Contact Program is not conducted at the SLPC, then organize a separate training session or include it as a workshop during the District or Regional Convention. Invite all the appropriate people from clubs and take them through the Green Book, page by page. Contact your regional director or the USAC office for assistance. Serrans from the USA Council Vocations Committee have been trained and are available to provide a workshop on the PCP. Establish guidelines for each club to initiate the PCP in their club's area. Provide training for the Serrans who will do the work. A "Training Parish Contacts" kit is available from the USAC office; see page 12 of the Green Book for the price and contents of the kit.

- B. Encourage the use of the Parish Contacts as a channel to distribute appropriate diocesan or district materials that support timely vocations programs and activities.
- C. The district governor should be knowledgeable about all activities listed in "Handbook for Parish Vocations Activity" (Red Book) available from the USA Council Office and encourage clubs to use the Serra Website, [www.serraus.org](http://www.serraus.org), to learn about successful vocation programs across our country. Look for the serraUSA Vocations Activities tab.

- D. The governor should work with the clubs on improving vocation activities. The district governor should review the goals each club has set for the vocations committee during his or her club visit.
- E. The district governor elect will be responsible to prepare a detailed agenda for training the Vocation vice presidents at the SLPC. Choose knowledgeable, active, vocation oriented Serra leaders to address the vice presidents at the planning conference. Emphasize the value of using committees and subcommittees. Provide testimonials and information on proven vocation programs.
- F. Encourage development of parish vocations committees. Where Parish Vocations Committees (PVC) are active a positive culture for Church Vocations is more likely to be developed. Governors are encouraged to learn about the resource that can be used to help Clubs form PVC in each parish in their area. Step by step formation aides are available from the USA Council.

## **VI. Vocation Affirmation Programs**

The governor should encourage clubs not only to raise vocation awareness, but also to affirm those who already are living a Church vocation. Each governor and Club Vice President of Vocations should have a copy of the *A Handbook for Vocations Activity* as a resource for various vocation affirmation projects and materials available from the USA Council. These items are shown in the USAC Catalogue and the USAC on-line catalogue and NCCV website.

## **VII. Monitor - Encourage - Follow Up**

All the work that went into planning and goal setting is for naught if the plan is not carried out. Remember that the district governor is a volunteer working with other dedicated volunteers, but they might have other priorities or circumstances that affect the planning process. Stay in touch and monitor progress on timelines for projects with every club throughout the year to assure they implement the plans made at the SLPC.

All volunteers need support and encouragement. The governor is asked to maintain communications with Clubs on a regular basis, by phone, e-mail and personal contact, to assure that a positive culture for Church vocations is promoted in the District and each Club's area.

When Serrans work together, the mission of Serra can and will become a major influence in the Church, spreading "an authentic culture of vocations." (Pope John Paul II)



**ADDRESS OF JOHN PAUL II TO THE MEMBERS OF SERRA INTERNATIONAL**

Thursday, 7 December 2000

Dear Members of Serra International!

1. I am pleased to spend this intense spiritual moment with you during your Jubilee pilgrimage to the tombs of the Apostles Peter and Paul. I greet Archbishop Justin Francis Regale of Saint Louis and thank him for the cordial words he addressed to me in your name. I extend my greeting to all of you who have come here from various nations. You bring to this celebration the spiritual mark that distinguishes you:

I refer to your particularly keen perception of the Christian life as a "vocation". "You did not choose me, but I chose you ..." (Jn 15: 16): these words spoken by Christ to the Apostles apply to every baptized person. We must recognize them with joy and gratitude. In coming to implore the grace of the Jubilee, you have come precisely to open yourselves with new readiness to the fundamental call you received in Baptism by renewing the radical choice of Christian integrity and holiness.

2. Your baptismal calling leads you towards others: it is essentially a missionary calling, as you have learned from the example of Bl. Junipero Serra, the great evangelizer of California. Following in his footsteps, you have come to share in the heartfelt concern of Christ himself. "The harvest is plentiful, but the laborers are few!" (Mt 9: 37; Mk 10: 2). How can we fail to feel the timeliness and urgency of these words! The horizon of the Lord's "harvest" is indeed limitless, if we consider not only the pastoral needs of the Church herself but also the immense number of people who still await the first proclamation of the Gospel. Amid all the complexity of the present time, now, at the dawn of a new millennium, we need to recognize the search for meaning - a real yet often silent search - which is spreading through society. There is an unexpressed sense of need for Christ rising up from young people, from the world of culture, and from the great ethical and social challenges of our time. In order to respond to this need, the whole Church must become completely ministerial, a community of heralds and witnesses, rich in laborers for the harvest.
3. It is really God himself, the "Lord of the harvest", who chooses his laborers; his call is always undeserved and unexpected. And yet, in the mystery of God's covenant with us, we are called to cooperate with his providence, and to use the powerful tool which he has placed in our hands: prayer! This is what Jesus himself asked us to do: "Pray the Lord of the harvest to send out laborers into his harvest!" (Mt 9: 38).

Dear Serrans, you are committed in a special way to promoting vocations. Never forget that yours must be above all a commitment to prayer, prayer which is constant, unwavering and full of trust. Prayer moves the heart of God. It is the powerful key to resolving the vocations question. But at the same time prayer for vocations is also a school of life, as I had occasion

recently to point out: "By praying for vocations we learn to look with Gospel wisdom at the world and at each person's need for life and salvation; it is a way of sharing in Christ's love and compassion for all mankind..." (Message for the 38th World Day of Prayer for Vocations, 14 September 2000, n. 6).

4. Along with prayer, the work of fostering vocations also requires a constant effort to bring the need to people's attention through personal witness, so that God's call may encounter a ready hearing and generous response in those to whom it is directed. This is the aim of your efforts to spread an authentic culture of vocations.

The Christian community urgently needs to realize that promoting vocations is more than simply a matter of "programs". It is something that touches the very mystery of the Church. Vocations in fact are relative to the very meaning of the Church as the Body of Christ, formed and enlivened by the Holy Spirit with all the wealth of his gifts. The Second Vatican Council reminded us of this: "In the building up of Christ's body there is a variety of members and functions. There is only one Spirit who, according to his own richness and the needs of the ministries, distributes his different gifts for the welfare of the Church" (Lumen Gentium, n. 7). Within the People of God, there is a specific mission awaiting each one. Because the needs of the "harvest" are so great, all the members of God's People must grow in the awareness of "being called". Significant are the gifts and tasks associated with the involvement of Christians in the temporal order. These are above all the responsibility of the laity. But a relevance all their own belong to the ministries directed to the guidance and growth in holiness of the ecclesial community, namely the priesthood and the consecrated life. As Serrans you understand this, and members of the laity that you are, you are committed to fostering such vocations.

5. Your commitment to fostering vocations, dear Serrans, fits into this ecclesial framework. Your dedication to it ensures that the problem of vocations does not remain a concern for pastors alone, but is brought to the attention of all, involving families and teachers in particular. And this is vitally important.

Continue to make your contribution to this goal, in full harmony with your Bishops. Be people of communion, supporting your priests with active affection. With your characteristic charity, reach out to the needs of vocations among the poor. The good that flows from this to the Church will be a pledge of abundant heavenly gifts, which I willingly invoke upon each one of you and upon your movement through the motherly intercession of Mary, the Immaculate Virgin.

With these sentiments, I cordially bless you all

**Current  
USAC Vocations Committee  
Goal and Initiatives**

**Sustaining/Maintaining Activities**

Support the Bishops Vocations Committee in its programs

Continue to support and promote National Vocation Awareness Week, World Day of Prayer for Consecrated Life, World Day of Prayer for Vocations and Priesthood Sunday.

Continue to promote the link between the Serra Club members and vocation activities within the individual parishes.

Encourage use of more vocation activities within individual parishes

**Short Term Goals**

Support the "Vocations Monstrance" until it has completed its tour,

Send trained Vocation Committee Members to each Fall Region/District Convention.

Develop and disseminate a new Serra Affirmation Program.

Encourage the use of new/different vocation activities with Serra Clubs

**Intermediate Goals**

Continue the promotion of the plan to implement the Parish Contact Program

Investigate sources for good multicultural materials that can be used by Serra.

**Long Range Goals**

The Vocation Committee will continue to promote a culture of vocations in the parish and family through the establishment of vocation ministries/committees in all parishes of each diocese in the USA.

The Vocation Committee will continue to develop resources that promote a positive culture for Church vocations among Catholics about the need for vocations.

The Vocation Committee will continue to develop resources as necessary to partner with other vocation organizations.

The Vocation Committee will continue to develop resources that attract elementary, middle, high school and college students.

## **Parish Contact Program "Building a Culture for Vocations"**

Prior to introducing the program contact the USA Council Office to order the PCP booklets for use in your area.

- 1. What is the program?**
  - i. Send a Serra into every parish to establish a vocation relationship
- 2. Why are we encouraging the program?**
  - i. Our pope, bishops and USAC leadership are telling us to help build "A Culture of Vocations"
- 3. Great Job!**
  - i. Overall, we're doing excellent vocation awareness work. Let's do the same in more parishes.
- 4. American Bishops' Vocation Goal**
  - i. Increase the awareness of vocations B Improve vocations environment in families.
- 5. Support from Serra Leaders**
  - i. Many Serra leaders have encouraged us to do more vocations awareness work in parishes.
- 6. Expectations of Parish Contact Person**
  - i. Listen - Communicate - Maintain a relationship with the pastor and/or parish Vocation committee.
- 7. Organization Chart**
  - i. Parish Contact Program falls under the club VP for Vocations.
- 8. Duties of Club Coordinator**
  - i. Manage the program
  - ii. Train the Parish Contacts
- 9. Who Benefits?**
  - i. Pastor - Club - Diocese - USA Council
- 10. Action Steps for District Governor**
  - i. Monitor progress of each Clubs efforts to establish the Parish Contact Program. Communicate the progress on the PCP to the Diocesan Vocations Director.

## **Section 4 - Vocation Activities**

### **Objectives**

At the conclusion of this section, the Regional Director, District Governor or District Governor Elect should be able to:

1. Explain the goals and purposes of the USAC Vocations Committee
2. Understand the purpose of the Parish Contact Program and be able to assist in implementing the program at the club level
3. Describe ways to help Serra Clubs expand vocation activities to include the USAC Vocations Committee goals.

### **Section 4 - Discussion Questions**

1. Why is it important for the Governor to promote the goals and programs of the USAC Vocation Committee?
2. What methods can a Governor use to verify the clubs are using USAC Vocation Committee goals and programs?
3. How can the Governor help the clubs learn about and use the USAC Vocation Committee goals and programs?

## SECTION 5

### MEMBERSHIP

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## GOVERNOR'S ROLE IN CLUB MEMBERSHIP & NEW CLUB EXTENSION

### I. Status of Membership in Clubs and Districts

- A. The Governor is responsible for maintaining information on the membership status of each club. The Governor should insure that all clubs prepare and submit the specified reports.

Also, the Governor needs to complete his or her visit reports for each club. After reviewing available reports, he or she then evaluates the membership needs of each club and through a planning process, engages in activities and programs that will strengthen the membership. The Governor assures that each club is aware of its responsibility to accurately report the club roster (and any changes) to both Serra International and to the USA Council. See Section 11 of this manual for these instructions.

The Governor acts as the facilitator of expansion ideas from USAC Membership Committee to the local club level.

- B. Evaluation: After the initial club visits are completed, the Governor and Governor Elect will evaluate the membership status of the Clubs and the need for Extension (Forming new clubs) in the District. Every Governor should have an Extension Committee with an extension plan. The evaluation process will consider:

1. Club President Reports. See Section 11 for a sample of the report. The completed form is available from the USAC Chicago Office.
2. Club Membership Vice President Reports.
3. Membership actions approved by the District Council at their regular council meetings and at the Spring Leadership Planning Conference and information obtained at the District Meeting held during the Region/District Fall Convention.
4. Findings and assessments arising out of the Governor's visits to each club.
5. Club membership numbers and membership trends available from the USAC Chicago Office.

- C. Planning: Based on the evaluation process, the Governor's initial plans would include:

1. Discussions with the staff Membership Coordinator in the USA Council office to review any current or prior membership efforts in the District.
2. Communicating with the Diocesan Bishops and Vocation Directors in the Districts indicating the Governor's desire to assist in the strengthening of existing clubs and formation of new clubs in the District

3. Assisting clubs that have not achieved at least a 5% gain in overall membership over the previous year, particularly those Serra Clubs with fewer than 30 members. The District Governor should encourage the Serra Clubs to set goals for membership.
4. Encouraging clubs to offer meaningful programs so Serrans will understand and appreciate the mission, ministry and objectives of Serra, thus increasing their desire to retain and increase membership.
5. Supporting publicity of Serra events and programs to the public.
6. Encouraging and monitoring club membership campaigns that use proven methods of recruitment and retention of membership including campaigns to recruit women and minorities.
7. Structuring the Governor's four Leadership Development programs to include membership initiatives and incentives. These four are:
  - a. Incoming Club Presidents Seminar in February or March
  - b. Spring Leadership Planning Conference in April or May
  - c. Club Visits in August thru November
  - d. Fall District/Region Conventions
8. Advise the Region Director of District/Club Membership Objectives and seek necessary assistance.
9. Appoint a District Membership Coordinator from the membership of the District Council.

## **II. A Club Must Be Attractive**

- A. Things which help make a Serra Club attractive to new members:
  1. Time of the club meetings
  2. Attractive location, easily identified, with ample parking
  3. Well-organized club meetings
  4. A written meeting agenda
  5. A carefully developed program at meetings
  6. Obvious fellowship and warm hospitality
  7. If meals are served, the cost is reasonable.
  8. Activities are in keeping with the objectives and purposes of Serra
  9. Club Officers are enthusiastic and project the spirit of Serra

## **III. Recruiting New Members**

- A. Establish a District and Club Membership Team to assist in recruiting new members. (See Exhibits 5-2 and 5-3)
- B. Review current USAC Council Membership Strategy and ask each club to prepare a plan for membership recruitment including goals and team members. When visiting clubs review the status of the club plan and make regular contact with team members. (See Exhibit 5-4)



- C. Identify the major barriers to recruiting new members. Request the clubs maintain an informal record of the reason(s) for potential candidates declining to join. Determine common elements reported by clubs. Problem solve possible solutions with clubs during club visits.

**IV. Orientation of Prospective New Members**

- A. Orientation is essential to success.
  - 1. Invitation letter one month in advance of meeting.
  - 2. Membership committee makes follow-up calls to all prospects.
  - 3. Schedule orientation in evening or on weekend.
  - 4. Plan an interesting and informative orientation program
  - 5. Consider including programs attractive to younger candidates such as wine tasting, music, interesting speakers, child care service, etc.
  
- B. Essential minimum information in orientation:
  - 1. History of Serra
  - 2. Objective of Serra
  - 3. Spiritual Aspects of Serra
  - 4. Structure
  - 5. Serra Councils
  - 6. Districts
  - 7. Activities of the local club
  - 8. What is expected of you as a Serran
  - 9. What you can expect from Serra
  - 10. Vocations are the principal reason for Serra existence
  
- C. The USA Council Membership Committee has designed orientation programs to be used as often as necessary. Encourage clubs to use the Spirit of Serra Video and Study Guide. Serra Clubs may choose to schedule an orientation program as part of their regular meeting schedule. Encourage a prepared presentation to articulate and communicate what Serra International and the USA Council do and plan to do to fulfill its mission and objectives. Materials are available from the USA Council. The Club Chaplain is encouraged to attend and describe the spiritual dimension of the club.

**V. Induction of New Members:**

- A. New members should be welcomed into Serra in a formal induction ceremony. A prepared induction ceremony is available in the Membership Manual and is also available on the USA Council website [www.serraus.org](http://www.serraus.org).
  
- B. Clubs are encouraged to conduct the induction ceremony at Mass. The Serra Club is encouraged invite all members and guests, such as the family of the new Serrans, to attend the induction ceremony. It is and should be considered a very special event.

- C. As a part of the induction ceremony the USA Council Membership Committee suggests that each new Serran receive a Handbook for Serrans, a membership certificate and a membership pin. The induction ceremony and the suggested materials are listed in the merchandise catalog and are available and may be obtained from the USA Council's Chicago Office.
- D. Announce the induction ceremony in a press release to the local public and diocesan media with names of new members.

**VI. Why Do People Leave Serra?**

There are a number of factors that contribute to our losses of Serra members all over the world, varying from one area to another. Some of the reasons are obviously out of our control. However, there are reasons listed below that are controllable at the club, district, council, or international levels that can be addressed in efforts to retain our members.

According to a study done by the USAC Membership Committee, the overall picture emerges that the main factors which contribute to the loss of our members are:

- A. In clubs with older members, the most common reason is death.
- B. Unable to attend due to illness or old age
- C. Lose interest within first two years from lack of involvement
- D. Career change or home relocation
- E. Inconvenient work times - work interference
- F. Cost or lack of transportation
- G. Some members when asked to take on responsibility, refuse and leave
- H. Conflict of personalities
- I. Recruitment of the wrong person, they don't like our type of work
- J. Our programs are not stimulating enough
- K. Small club membership that prevents the use of good speakers in their programs
- L. The cost of being a Serran

**VII. Membership Retention**

The district governor can work with clubs, emphasizing the following points:

- A. In a sense, retention of members starts as early as the membership recruitment process. When you are searching out prospective members for your club try to recruit those who are active Catholics and who will be likely to commit to Serra membership over the long term, rather than someone who might join just to do the sponsor a favor.
- B. Induction ceremonies, including a Mass, if possible, may be scheduled every other month or quarterly, following the suggested outline in the Membership Manual.

- C. Once a person joins Serra the person's sponsor or another Serran should serve as the new member's mentor. It may be a good idea to introduce the new member often at the beginning of the first several meetings, and ask the new member to introduce him- or herself to other members.
- D. Notify the USA Council Chicago office as soon as possible after new member joins. Do not wait until other regular reports are due in order to process a new member's application. The Council needs to be aware of a new member's existence so that it can update mailing lists in order to send welcoming materials, membership cards, and information on current Serra initiatives and programs to the new members. All of these give the new member a sense of belonging.
- E. Emphasize how important it is for new members to have a full understanding of Serra with a new member orientation. Materials for this purpose are available from the Council's Chicago office.
- F. Do creative vocation work in your club and emphasize the positive results of those efforts to your club members. People join Serra for a purpose, and club should emphasize the fulfillment of that purpose to all members.
- G. Review club's programs in order to keep them relevant and fresh. Effective programs are one of the best ways of maintaining membership interest in the club.
- H. Assign new members quickly to a meaningful, but appropriate activity in the club. Active members are the best members. Assign them to committees with specific tasks to be completed. It is an excellent way for them to become knowledgeable and active in the work of Serra.
- I. Consider electing relatively new members to your Board of Trustees. New members usually have a wealth of experience that can be valuable to your club along with new perspectives. A new Board member or two with new ideas can bring a wave of energy to your club.
- J. Add a "Retention Specialist" to your membership committee whose assignment is to implement the suggestions in this Article with the assistance of other committee members. In addition, the Retention Specialist could keep informal track of the attendance of all members, especially new members. Sometimes the failure to attend meetings on a regular basis can be symptomatic of another problem such as a transportation problem, a health problem, or some other concern that would not normally surface unless the member is approached in a caring fashion. Even if that contact only presents the opportunity to assist the member in a caring fashion it will be a blessing for both.
- K. District Governors should discuss retention issues with their clubs when they

visit. Serra Clubs should introduce effective retention efforts in their clubs at the earliest opportunity, lest both time and members slip away.

- L. Encourage members, old and new, to attend a Serra International Convention. There is nothing compared to attending a Serra International Convention to create interest in the mission of Serra or to re-ignite a member's interest in all that Serra stands for and hopes to accomplish.
- M. Conduct an Exit Survey.
  - 1. The USA Council Membership Committee developed an Exit Survey. The club should survey those Serrans that have changed their status to inactive. The information and comments received may be of particular interest and help to a local Serra Club in its effort to make itself attractive and more effective.
  - 2. The survey described above is available in the *Treasurer's Manual*, the *Membership Manual*, and on the USA Council website [www.serraus.org](http://www.serraus.org).

#### **VIII. Clubs with Low Membership:**

- A. The District Governor should identify the clubs in his/her district with low, decreasing or aging membership. The USA Council staff has developed detailed reports for each club, district, and region. These reports are available from the USA Council office upon request.
  - 1. Before July 1, organize a special meeting with the club's officers to prepare a plan for membership recruitment. This is a year-long activity. This plan should include an analysis of any causes for low membership.
  - 2. The District Council should have a District Membership Coordinator and team to advise and encourage all clubs and to be a special task force to assist the clubs with membership issues.
- B. The District Governor is encouraged to appoint a capable Serran who may be closer to the weak club in physical location to assist the District Governor to re-build this club.
- C. The District Membership Coordinator should assist all clubs in the preparation and execution of their membership plans.

#### **IX. Extension - New club formation**

The development of new clubs has provided the largest gain in Serran membership in the United States. New clubs may be formed in any area which needs one, with the bishop's approval.

- A. Region Leadership: In the USA Council, Region Directors have been requested to

assist District Governors in developing new clubs in those dioceses that have no Serra Clubs. Based on discussions with Diocesan Bishops and Vocation Directors, the Region Director may assign certain non-Serran dioceses to a specific District Governor.

- B. District Leadership: There are excellent written materials, manuals and videos available for starting new clubs. The Governor should be familiar with these resources to properly advise and evaluate the efforts to start new clubs. New materials are being developed constantly.

To request a copy of the Club-in-Formation portfolio contact the USA Council staff Membership Coordinator. The Membership Coordinator can help the District Governor determine what materials may be appropriate for your district's efforts to start new Serra Clubs.

- C. Form a knowledgeable and trained district extension team (DET) consisting of experienced Serrans to develop plans for forming new clubs. Past USA Council Officers, Past Governors and Past Club Presidents are excellent candidates for this committee. Read the manual *Organizing a New Serra Club*

Specific assistance in orienting and training Serrans who will be on the District Extension Team is available from the USA Council Office in Chicago. Request this staff assistance from the Membership Coordinator, 888-777-6681.

- D. The Governor, the District Governor-Elect, and Immediate Past Governor should meet to plan their extension efforts and develop a proposal for presentation to the District Council.

Based on the District Council's decision, a Sponsoring Serra Club or District Extension Team (DET) may be identified. The club President and Vice President for Membership will plan with the Governor to meet with those Serrans who will be actively involved in forming a new club. These Serrans should have the time available to form a new club and should be industrious, enthusiastic, and knowledgeable.

- E. Meet with the DET, the district and sponsoring club leadership to choose target areas for new Serra clubs. Make sure the district leadership has:
  1. Chosen a realistic target area and done the necessary homework. Parishes are the basic unit in Serra's vocational and membership activities.
  2. Met or made plans to meet with the bishop and local clergy to secure their support.

3. Established an organized time frame that should lead to charter within one to two years.

**X. How to Start a Club**

The Sponsoring Serra Club or DET should develop plans to cover the following points.

- A. Target a **Hot** area
- B. Obtain the permission and support of the Diocesan Bishop
- C. Identify a chaplain
- D. Request the Bishop to officially appoint the chaplain.
- E. Visit the parishes in the area to obtain names, perhaps meeting with pastors at a deanery meeting.
- F. Target active Catholics
- G. Set time, place, day for the club formation meetings
- H. Establish a time and place for an organizational meeting
- I. Invite candidates with a letter from the Bishop
- J. Meet regularly; have active programs; form committees; publish a newsletter
- K. The DET or Sponsoring Serra Club should lead the meetings for at least six months
- L. Establish a planned charter night date.

**XI. Working with Clubs-in-Formation**

- A. The Governor and the Extension Team should attend each of the Club-in-Formation meetings and report, on a regular basis, the Club-in-Formation's progress to the USA Council Membership Coordinator. Establish procedures for regular flow of information between Sponsoring Serra Club or DET and District Governor. Frequent communications are key to the success of forming a new Serra Club.
- B. After the initial meeting (see Organizing a New Serra Club manual for sample meeting agenda), the Club-in-Formation begins meeting regularly. The Governor should emphasize to the Club-in-Formation that even if it only has four to five members, the Club-in-Formation should schedule meeting programs and form active committees. New members should enjoy Serra and carry on good meetings and vocation programs. While membership growth is important, it cannot be the only topic of discussion.
- C. The Governor should suggest that the DET review the officers' roles in the Club-in-Formation, providing a guideline for future officers new to Serra. When appropriate, the Club-in-Formation should elect temporary officers.
- D. The Governor should receive a copy of the Club-in-Formation's newsletter. This newsletter develops interest, reminds members of meetings and gets them involved immediately.

- E. All literature available at USAC is free of charge to the Clubs-in-Formation and DET for anyone trying to start a new club. If additional funding is necessary, the USA Council suggests approaching the District Council, the sponsoring Serra Club, or the local Knights of Columbus for additional financial support.

**XII. Serra International Serra Club Chartering Procedures and Instructions**

- A. Contact the USA Council Membership Coordinator to request a copy of the charter application packet. The Membership Coordinator can help the District Governor determine if the Club-in-Formation is prepared for charter, what steps remain to apply for charter, and assist in the completion of the documents and forms required to apply for charter.
  
- B. The new club with the assistance of the District Governor and/or Region Director requests letters of endorsement and support for the charter of the new Serra club.
  - 1. A letter from the Diocesan Bishop endorsing and authorizing the establishment of this club in his arch/diocese
  - 2. A letter from the District Governor endorsing and supporting the work of the club
  - 3. A letter from the Region Director endorsing and supporting the work of the club
  - 4. A letter from the Sponsoring Serra Club President indicating his or her club's endorsement and support of the work of this club
  
- C. The new Serra club is requested to print clearly or type all forms to be completed for the charter application process and return the completed charter application with all the forms, attachments, letters, and initiation fees to the USAC Chicago Office. Please make checks payable to: USA Council of Serra International. The Council will review the material for completeness and forward the applications and fees to SI.
  - 1. Serra International policy states that when an application is received for the minimum recommended membership of twenty-five members, the Serra International will poll the Board of Trustees electronically, *e.g.*, electronic mail or facsimile. However, if the charter application received requests an exception to the recommended minimum number of members, *i.e.*, less than 25 members, Serra International policy requires this application to be reviewed at a full Serra International Board meeting. Serra International schedules three Board meetings per year and they are typically scheduled during the Serra International annual convention, October, and January.
  
  - 2. Membership-at-Large: Serra Clubs-in-Formation may suggest to their prospective members to become Members-at-Large during the formation process. Serra Clubs-in-Formation whose members choose to become Members-at-Large may submit the completed membership application anytime

during the formation process. Serra International requires that these applications include the initiation fees and pro-rated dues through the end of the current billing cycle. The individuals will be billed as individuals until Serra International charters the Club-in-Formation.

3. It is necessary for Serra Clubs-in-Formation whose memberships include Members-at-Large during the club's formation process to include these members on the club roster and indicate these members will be transferring their membership to the new Serra club. Please note that all dues obligations for the Member-at-Large during the formation process must be satisfied before the member may be included on the new club roster.

### **XIII. Charter Night Celebrations**

- A. Finally, schedule the Charter Night Celebration! The new Serra Club Board of Trustees and the Charter Committee in cooperation with District Governor will contact the Bishop to invite him to attend the charter function. Choose a date for charter in consultation with the Bishop's Office. The date should be suitable and convenient to the Bishop's calendar.
- B. The District Governor will notify the USA Council Membership Coordinator of the confirmed date for the Charter Night. This information is necessary to schedule a representative of both the Serra International and/or USA Council Boards to attend the Charter function as well as to make the arrangements to ship the charter documents and materials for the new club.
- C. At this time, the Charter Committee appoints its members to the specific tasks for the actual charter function. These committees include:
  1. Arrangements Committee
  2. Hospitality Committee
  3. Charter Program Committee
  4. Communications/Publicity Committee
  5. The Dinner and Program Committee

Details of these various committees' roles and responsibilities are outlined in the charter application packet.

### **XIV. Follow up with Newly Chartered Clubs**

The District Governor and the sponsoring club should continue to follow-up with the newly chartered club for at least its first year of existence. The club should be visited regularly and attendance at district conventions, socials and conferences should be encouraged and monitored.



## RESOURCE ARTICLES

The Serran magazine has published articles over the years that address particular membership issues. These articles offer advice to strengthen an existing Serra club and establishing a new Serra club. These articles are available on request from the USA Council Office by calling toll-free 1-888-777-6681. These selected articles include:

New Clubs Foster Vocations	the Serran June 1994
Young Serrans in the Lake Area	the Serran February 1994
A Serra Membership Drive for Women	the Serran April 1993
The Four Step Membership Drive	the Serran February 1993
Success Story: Increase Membership by Meeting on Saturday Morning	the Serran April 1992
Serra Breaks Record Starting New Clubs	the Serran October/November 1991
USA/Canada Sets Goal of Twenty New Clubs in 1991-92	the Serran October/November 1991
Try Creating a Selective Prospect List	the Serran June/July 1991
Every Serran is on the Membership Committee	the Serran February 1991
Sponsor ability: Dance with the One you Brung	the Serran April 1990
Teaching as Jesus Did with an Officers' Orientation Meeting	the Serran April 1990
Suggested Remedies for Common Club Ailments	the Serran December 1990
New Clubs Now - Start with an Extension Committee	the Serran October 1990
Twelve Steps for a Successful Membership Campaign	the Serran
How to Get Younger Members	the Serran
Building Membership: Your Club must be Attractive	the Serran
Forming a New Club in a Metropolitan Area	the Serran October 1989
Successful New Campaign: Target Active Parishioners	the Serran
Strong Committees Build Strong Clubs	the Serran February 1989
More Members and New Clubs with Two Today for Serra	the Serran August 1988
One Serran Can Form a Club	the Serran June 1988
New Trends: Couples and Breakfast Clubs	the Serran June 1988
Two Today for Serra Works!	the Serran April 1988
A New Club in Record Time!	the Serran April 1988
Success Story: The Five Serra Clubs of St Paul and Minneapolis	the Serran February 1988
Retention of Membership	the Serran
The Requisite for Orientation Programs: Know Serra	the Serran June 1987
The Texas Challenge to Serra	the Serran February 1987
Increase Membership with an Orientation Night	the Serran October 1986
How to Form a Serra Club	the Serran February 1986
Membership, Membership	the Serran February 1981
Retention the Other Side of the Membership Coin	serraUSA October 2002
Mentoring: The Serra Club Buddy System	Serra Leader Fall 2003
Members Can Just Fade Away Don't let it happen to You	serraUSA February 2004

## Organization of District and Club Membership Recruiting Teams

### District Membership Team

**Purpose:** To form District membership resource teams to assist Serra Clubs in organizing Membership recruiting teams

#### District Resource Team

**Function:**

- A. Advise, instruct and assist Club officers, presidents, and membership VPs in membership and retention.
- B. Work with Serra recruitment teams at membership drives, providing direction, training support

**Team Composition:**

- A. Past club officers, district governors, and those individuals having marketing and communications skills.

#### Club Membership Team

- A. The VP of Membership should select several members that have agreed to act as group leaders.
- B. Club Serrans are alphabetically divided into several groups depending upon club size. Group leaders are asked to be responsible for timely nominations within these groups. The objective is to have each group recruit 2 new members during a membership drive.

Serrans who are Parish Liaisons are vital to Deanery membership drives. Working with their designated parishes, they too are asked to nominate two new members during the drives. It is intended that the resultant strengthening of the pastor-liaison working relationship contributes to both the drive and serving the Serra mission. A letter signed by the Club President and Chaplain is sent to all Pastors in the Parish Liaison's Deanery informing the pastor of the impending drive.

- C. Serrans are asked to escort and host prospective new members at meetings. Keep team members informed on progress. Serrans should be knowledgeable of the history & Mission of Serra.

Attempt to maintain a list of reasons or rationale given for *not* joining Serra. This data enables a club to create solutions to the problems of recruiting.

#### Identifiers:

Marketing, sell; recruiters-meetings; membership brochures; everybody plans; need personal; how do we? Follow-up; in-house, open-house; prospect cards; quantity vs. quality; invite not ask.

Above all, **Pray** for the grace, inspiration and success in recruiting new members

**USA Council of Serra International  
Position Description**

**Position Title:** District Membership Coordinator

**Reports To:** District Governor

**Basic Function:** Directs and administers to requirements of the District Membership Team in establishing goals and policies needed for recruiting new Serra Club members. District Membership Coordinator identifies potential areas of expansion within the district to organize new Serra clubs.

**Principal Responsibilities:**

1. Initiates the development, planning, organizing and direction for establishing a District Membership Team
2. Provides information, counsel and personal assistance to District Governors, District Extension Teams and Group leaders of Club Membership Teams
3. Contributes and develops articles for the Serra Leader Newsletter
4. Fulfills other responsibilities as needed and directed by the District Governor

**Job Requirements:**

1. Ability to establish and maintain effective working relationship with District Governor, Club officers, Group Leaders and Volunteers
2. Demonstrated oral and written skills
3. Knowledge of Audio Visual, presentation and basic computer skills

**Desirable Knowledgeable, Skills and Abilities:**

1. Knowledge of History and Mission of Serra International
2. Knowledge of membership requirements and implementation
3. Demonstrated Marketing and Communication skills

## **Tips on Conducting a Membership Drive**

When your club decides to hold a membership drive, approach it with prayer, commitment and determination. Remind yourselves what a great privilege it is to be involved in such an important part of God's work, and you will be able to clearly convey that to prospective members. Planning, preparation and marketing are crucial to a successful membership drive. Below are five tips:

Decide on a campaign method and make sure every club member plays a part in it. Will you make announcements at Mass? Will you recruit by personal invitation only? How will you publicize your club? See the Membership Manual for ideas.

Schedule extra meetings during the drive. These meetings should provide a time for progress reports, encouragement, and exchange of ideas on individual members' recruitment efforts.

Follow up. After potential members attend an informational meeting (at which they are personally made welcome), send them a thank you note and restate your invitation.

Set up a display table at the church entry highlighting Serran activities both at the club and district level. Distribute informational brochures, prayer cards and Serra publications. Customize your display to reflect the personality and activities of your club.

Wear items that identify you as a Serran. Easily visible hats, shirts and pins featuring the Serra logo will give people the chance to ask you what Serra is.

Recruiting new members is a challenge. If you need inspiration, look no further than our own patron, Blessed Junipero Serra, whose travails show us what prayer, faith and sacrifice can achieve.

But before you try to recruit another new member, do this:

Your club has given you your marching orders: Your job is to introduce one potential member to the idea of Serra, and invite that person to attend an informational meeting. There are plenty of potential members waiting to be asked, but how do you do it? What will you say about Serra? Are you really clear on what our mission is, what your club does, and what is attractive about belonging to this great organization? Here is an exercise for you to complete before you try to recruit a new member. Ask yourself the following questions, and write the answers down:

- Why am I Serran? What convinced me to join?
- In your own words, what is Serra's mission?
- Why do I, personally, believe in this mission?
- How many years have I been a Serran? What keeps me in my club, working for

vocations?

- Name three blessings you have received as a part of your membership to Serra.
- Name three activities conducted by your club that fulfill Serra's mission.
- What would the world be like without Serrans?
- Name three reasons why the Church needs Serra.

Finally, think about the person you want to invite to join your club. What about this special person made you think that he or she would find membership in Serra fulfilling? What qualities does this person possess that could make him or her a valuable member of your club?

After you have answered these questions, you may find yourself much better prepared to approach someone about joining Serra. Writing down your answers will give you a clear picture of your own personal experience of Serra and how you and your club play a part in its mission.

A snapshot of what Serra means to you, personally, could be much more effective than reciting the scripted mission statement on the back of every Serra brochure, and certainly more effective than saying something nebulous like "Serra: We're for vocations!" And if you remember what convinced you to join in the first place, you may have the key to recruiting many new members.

Don't forget to tell your potential member why you chose to ask him or her. This will show that you value what this person can offer, and that your choice to invite him or her was a thoughtful one. Try it!

*Mary, Mother of Vocations, Pray for us*

**Tools for Membership**

1. Membership Coordinator
2. USA Council website [www.serraus.org](http://www.serraus.org)
3. The *Serra Leader Newsletter*
4. USA Council Merchandise Catalog
5. USA Council E Store
6. DVD's - see list in the Merchandise Catalog and online
7. Serra International Membership Brochure (Item #77)
8. Two Today for Serra (Item #188)
9. What is Serra? New Member Booklet (Item #179)
10. Introduction to the USA Council (Item #216)
11. Handbook for Serrans (Item #34)
12. Membership Manual (Item #38)
13. Spirit of Serra Program
  - a. DVD (Item #100)
  - b. Leaders Guide (Item # 231)
  - c. Study Guide (Item #232)
  - d. Overhead Slides (Item #233)
14. Membership Certificate (Item #78)
15. Building a Serra Club (Item #189)
16. Organizing a New Serra Club (Item #39)

Note: Many of the above items are downloadable at no cost from the Council's website [www.serraus.org](http://www.serraus.org).

## **Section 5 - Membership**

### **Objectives**

At the conclusion of this section, the Region Director, District Governor or District Governor Elect should be able to:

1. Identify what attracts people to Serra.
2. Explain why orientation of new members of the local club is essential.
3. Explain the District Governor's role in new club formation.

### **End of Section Discussion Questions**

1. How will you encourage clubs to focus on retention, recruitment, and organizing new clubs?
2. What are the essential elements of a Serra club's orientation procedure and program?
3. In what specific ways can individual Serra clubs contribute to the overall success in new member recruitment, member retention, and the development of new Serra clubs?
4. What district information and resources are needed to supplement the information in this chapter?
5. What is a District Extension Team or Sponsoring Serra Club? How can either of these help start a new Serra club?
6. Who is required to address letters of endorsement and support for a new club charter application? When should these letters be requested?
7. What can the District Governor, District Extension Team, or the Sponsoring Serra clubs do to follow-up with the newly chartered Serra club?

**SECTION 6**

**INTERNAL PROGRAMS**

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## **INTERNAL PROGRAMS**

### **I. Purpose**

The purpose of Internal Programs is to help the member Serrans achieve the *third* purpose of Serra: *To assist its members to recognize and respond in their own lives to God's call to holiness in Jesus Christ and through the Holy Spirit."*

### **II. Helping Clubs Plan and Conduct Better Programs**

- A. Ensure that there is a strong program committee in each club. The vice president for programs should have at least three committee members. Stress the need for continuity and fresh ideas within the committee.
- B. Ensure that each club plans its meeting programs three to six months in advance. A calendar of programs should be printed and distributed to all members. Pre-meeting announcements should be used to pique people's interest. On certain occasions, details of a program might be announced in the parish bulletins of the area served by the club. That may encourage attendance by individuals other than Serrans.
- C. Most meetings should contain some form of discussion, or a question and answer time. The programs contained within the Program Manual - Part II have discussion questions provided. Encourage each club to evaluate the club meetings. The feedback should be given to the committee immediately after the meeting.
- D. Training of the Vice President of Programs is an important part of the SLPC. Encourage the presenter of this session to use the workshop outline Using Program Manual-- Part I as a part of the presentation. This material can be obtained from the USAC Program Committee.
- E. Verify that each club program committee member has a copy of the Program Manual - Part I; Program Manual - Part II. Emphasize the quality of the manual for planning successful programs and that it is based on Serra's 60-plus years of history and experience.

### **III. Promoting the Spiritual Dimension at Meetings**

- A. Suggest that the clubs use the format outlined in the Program Manual - Part I, which includes a prayer tailored to the theme of the program and can include a brief Scripture reading to be followed by a two- to three-minute reflection by a club member or the chaplain.

- B. Clubs should not resort to simple formula prayers. The clubs should be encouraged to investigate and use the prayer formats of the Church, e.g., Morning Prayer and Evening Prayer. Various sample prayer services are available. Contact the Chicago office; your pastor or Parish Director of Religious Education for assistance. Clubs should be encouraged to develop their own prayer services as well. A positive example can be set for these types of prayer during Incoming Presidents' Training and the Spring Leadership Planning Conference.
- C. In your newsletter and club visits encourage clubs to nurture and challenge Serrans to live every aspect of their lives in light of the Gospel. Encourage the clubs in your district to examine themselves against this measure and to take advantage of the great opportunity they have to be vigorous communities of faith.

**IV. Theology of Serra:**

Exhibit 6A-1, (pages 6-5 and 6-6) discusses Serra as a part of the church's mission to strive to bring about the kingdom of God.

**V. Resources from the USA Council Program Committee**

**A. The Program Manual - Part I**

The Program Manual - Part I is an effective resource for the Club Vice President of Programs and the program committee. Each District Governor is encouraged to use it and its tutorial (see website, [www.serraus.org](http://www.serraus.org)) at Spring Leadership Planning Conference (SLPC).

**B. The Program Manual - Part II:**

This manual outlines the program process and contains all of the current programs produced by the USA Council Program Committee. These programs have been designed to use adult education group process and discussion techniques. They can be facilitated easily by any member of the club without using an outside speaker or resource person by following the outline described in the manual or on the website. Speakers may also find the information useful. This manual and the website include a holy hour of prayer and other prayer services.

**C. Website:**

The USA Council Program Committee is constantly developing new programs and these will be added to this manual as they are released. All of the programs are available on our web site [www.serraus.org](http://www.serraus.org). These programs are in Portable Document Format (PDF) and can easily be downloaded using Adobe Acrobat, which is available at no cost on the web site.

**VI. The Chaplain's Role in Internal Programs**

The Chaplain's Manual describes the chaplain's important role in the spiritual development of the club and members. The Chaplain's Manual gives a description of the Chaplain's duties in internal programming. It should be emphasized that the Chaplain is not to be used exclusively to conduct the club's internal programs, but rather should be used as a resource to the Club Vice President of Programs and the program committee.

## A THEOLOGY OF SERRA

### Introduction

In 1934, four Catholic lay men in Seattle, Wash., decided to meet in fellowship to grow in their faith through programs of Catholic education and contribute to the mission of the church. They chose the support of seminarians as their special project. Their original purpose was to assist in the education of young men to the priesthood. While financial support of seminarians loomed large in the 1930's, since then many additional needs have emerged. Serra's purposes have evolved over the years in response to the changing times and needs of the church, especially in light of the teachings of the Second Vatican Council.

Responding to Christ's call to pray the Lord of the harvest to send laborers into his harvest<sup>(</sup>Matthew 9: 38), Serra has made the encouragement of church vocations its hallmark. In 1968, Serra restated its purposes to reflect this: (a) To foster and promote vocations to the ministerial priesthood of the Catholic Church as a particular vocation to service and to develop an appreciation of the ministerial priesthood and of all religious vocations in the Catholic Church, and (b) to further Catholicism by encouraging its members, in fellowship, through education to fulfill their Christian vocations to service. These purposes are a direct result of Serra's theological self-understanding, rooted in baptism and St. Paul's image of the Body of Christ.

### Theology

The primary and fundamental sacrament that makes us one with Christ and with each other is baptism. God has gathered together as one all those who in faith look upon Jesus as the author of salvation and the source of unity and peace, and has established them as the Church, that for each and for all she may be the visible sacrament of this saving unity.<sup>1</sup> This call to oneness is emphasized dramatically by St. Paul in his first letter to the Corinthians. He writes, For just as the body is one and have many members, and all the members of the body, though many are one body, so it is with Christ. For in the one Spirit we were all baptized into one body . . .”(12: 12-13). Called in baptism to be members of the one body of Christ, Serrans work to strengthen the bonds between the ministries of the laity, clergy and religious as fellow-workers for the truth.”<sup>2</sup>

While the sacrament of baptism unites all of us, our chosen lifestyles distinguish the specific role each of us has in the unity of the one body of Christ. Serrans are lay men and women who by Baptism are incorporated into Christ and integrated into the People of God, are sharers in their particular way in the priestly, prophetic, and kingly office of Christ and have

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<sup>1</sup> Second Vatican Council, *Dogmatic Constitution on the Church*, Art. 9

<sup>2</sup> Second Vatican Council, *Decree on the Apostolate of the Laity*, Art. 6

their own part to play in the mission of the whole Christian people in the Church and in the world. <sup>3</sup> The Serran's mission is for the most part to be carried out in the everyday world of office and home, factory and family. Serrans devote the bulk of their time, treasure and talent to continuing the work of the church and striving to bring about the kingdom of God.

Serrans recognize the central importance of the priesthood for the life, vitality and continuity of the church. "Their mission is not theirs but the same mission of Jesus ... priests is called to prolong the presence of Christ. ... In a word, priests exist and act in order to proclaim the Gospel to the world and to build up the church in the name and person of Christ the head and shepherd." <sup>4</sup> Serrans respond to the priests' proclaimed and lived Gospel by promoting priestly vocations in the family, schools and parishes to which they belong.

Religious also contribute to the life and unity of the church. By living their vows of poverty, celibacy and obedience, they give witness to the kingdom of God. By fulfilling their ministry in community they build up the one Body of Christ. Historically, members of religious orders have influenced the lives of individual Serrans directly and personally. As members of the one Body, religious receive equal support and affirmation of Serrans.

## **Conclusion**

Serra's works demonstrate its grounding in the baptismal call of unity in holiness and in mission to the world by calling forth laborers to reap the harvest of the Spirit. Serra remains a group of lay men and women who are committed to the work of the church and who seek to achieve excellence in that vocation while convinced of the need to support its ministers. By performing works cited as "criteria for ecclesiology for lay groups by Pope John Paul II in *Christifideles laici*, Serrans continue "the reawakening of vocations to . . . the ministerial priesthood and the consecrated life . . . and (maintain) a capacity for teaching and forming Christians."<sup>5</sup>

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<sup>3</sup> Catechism of the Catholic Church, Second Edition, #897

<sup>4</sup> Pastores Dabo Obis, 14-15

<sup>5</sup> Pope John Paul II, Apostolic Exhortation, *Christifidels laici*, 30

## **Section 6 - Internal Programs**

### **Objectives**

At the conclusion of this section, the Regional Director, District Governor or District Governor Elect should be able to:

1. Explain the importance of well done programs of education and faith formation during club meetings.
2. Describe ways to help Serra Clubs improve and maintain excellent “internal programs.”

### **End of Section Discussion Questions**

1. Why are good “internal programs” of education and faith formation so important to a club?
2. How can you as a District Governor help individual clubs improve and maintain the education and faith formation part of a Serran’s life?

## SECTION 7

### COMMUNICATIONS

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## COMMUNICATIONS

### I. Importance of Communications

Good communication is essential to the health of an organization. Clear, efficient communications should flourish at every level of Serra. The USA Council's Constitution, Article II, <sup>1</sup> states the following:

*5. to communicate, convey, publicize and otherwise disseminate to Serrans and Serra Clubs in the United States, the official voice of Serra International on all matters concerning the objectives of Serra International*

*6. To provide help and assistance to all Serrans and Serra Clubs in the United States as they may require for the orientation and coordination of their individual programs and the mutual exchange of views*

*8. To establish and maintain an additional supplementary link between United States Serrans and Serra Clubs and Serra International, to assure appropriated and effective communications.*

*11. to publish and distribute magazines, newsletters, pamphlets, brochures and other kinds of materials, including records, cassettes and other audio/visual aids giving information to Serrans and Serra Clubs in the United States in assisting their aims, or that might facilitate Serra's apostolate to be carried out by its members.*

*12. To make more effective use of all available media to most effectively promote Serra International's ideals and objectives.*

The Position Description of District Governor<sup>2</sup> states the following:

*7. Communicates with clubs in the district through personal visits, newsletters or phone calls*

*8. Maintains regular contact with the Regional Director and the USA Council office*

*16. Submits required reports to the Regional Director and USA Council Office*

You are the vital link in the communications system. Serrans in your District should be informed by you about news about the District, Council and Serra International. Everyone in Serra should be informed of what's happening.

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1

Source: Resource Manual, Section 2, USA Council Constitution and Bylaws Revised February 2001

2

Source: Resource Manual, Section 9, USA Council District Governor Position Description Revised February 2006



## II. Resources

Part of communications is knowing your resources. This is especially important for Serrans and especially District and Regional level positions. The three major items available are:

- A. VP Communications Manual
- B. District Governors Manual
- C. Human Resources

The Communications Manual is available on our web site [www.serraus.org](http://www.serraus.org) or can be purchased from the Council's Chicago Office. You should read both the Communications Manual and the District Governors Manual Section 7. Both of these are valuable in understanding how communications needs to work in order to support efficient flow of information within Serra to accomplish our tasks and goals.

In addition, you need the support of our Human Resources:

- A. USA Council Communications Committee
- B. USA Council Chicago Staff
- C. Other District Governors - Your peers - You should get to know others, particularly District Governors in your region and your Regional Director, typically a past District Governor. Seek their advice and ask questions about their successful communication methods. The winners of communications awards are another good resource.

## III. International and USA Council Downward Communications

Serra International and the USA Council use the following forms of communication to keep in touch with Serra clubs worldwide. These publications and web sites disseminate news about events and broader initiatives for use at the club, district, regional and national level.

### A. **International Communications**

1. The **Bellringer** is published periodically by Serra International to disseminate news, information, annual international convention information, proposed amendments to Serra International bylaws, and other information common to all clubs throughout the Serra world. The Bellringer is distributed by email to district governors and club presidents and is available on the SI website.
2. Serra International also periodically publishes Serra Connects by email and makes it available on its website.
3. Board also maintains a web site, [www.serra.org](http://www.serra.org),

## B. **USA Council Communications**

1. The USA Council periodically publishes a *serraUSA* magazine on-line.
2. The *Serra Leader* is published quarterly by the USA Council. This newsletter is sent to all club officers, chaplains, club trustees, the council board, district governors, and district governors-elect. It is an informal communiqué containing information pertinent to day-to-day leadership of the region, district and club.
3. The USA Council web site is constantly being updated. Serrans should check the web site frequently at [www.serraus.org](http://www.serraus.org). The purpose of the web site is to communicate electronically with the world of Serra in the United States and, secondarily, to the world at large. It contains information about the council, its committees and programs, resources for Serrans, and links to other vocation organizations.

## C. **Club, District and Region-level Communications**

At the heart of Serra communications is the humble club newsletter. These newsletters reflect the true pulse of Serra at the organic level and provide much of the material for the club activities pages in *serraUSA* Magazine.

## D. **The Governor's Newsletter**

The format is limited only by the governor's creativity. Many governors use their district stationery for this. Standard formats are available from the USA Council office or the district governor may choose to use the formats available through templates in Word Perfect, Word or any of the various newsletter software applications available.

Every issue of the newsletter should also include the district governor's e-mail address as well as the e-mail addresses of club presidents, the regional director, and other leadership. Many clubs find that they can conduct housekeeping business between meetings very effectively over the internet, and this kind of communication should be encouraged among clubs within the district.

### 1. **Reasons to Publish a Governor's Newsletter**

It alerts the USAC Board, the regional director and the individual clubs to what's happening in the district. The district governor uses the newsletter to call attention to activities of USAC and the various clubs. District news of Serra activities should be emphasized. Facts from *The Serra Leader* and news from the clubs and the regional director should be reported.

It helps connect various clubs within the district with each other. It is important that individual clubs know what other clubs are doing. Often successful new programs in one area may be imitated in another. Successful ideas may be expanded or refined, but only if they are shared. The district governor evaluating the work of every club in the district is in an ideal position to communicate such news.

It informs clubs of district conventions, conferences and district council meetings. The district governor plans three or four district council meetings a year. Additionally, he or she may work with other district governors to plan regional conventions. The governor, through his or her newsletter, will inform the clubs of activities of this sort and will urge attendance at these meetings.

It reports on nominations for and the election of the governor-elect. It is the task of the district governor to supervise the election of the governor-elect. The process for nominating and electing the governor-elect should be explained in the newsletter, as well as the results of the election.

It provides information concerning leadership training for Serra club officers. It is the responsibility of the district governor to conduct a leadership conference annually for clubs in the district. News pertaining to the conference should be in the newsletter as well as information pertaining to leadership hints that would be helpful to clubs in the district.

It provides information regarding new clubs in the district. The district governor must be aware of the possibility of starting new clubs in the district.

It gives contact names and addresses of clubs in the district. The district governor should routinely publish the names, addresses and phone numbers of new club presidents and vice presidents in order to facilitate communication between clubs.

## **2. Timing of the Newsletter**

The district governor should write a quarterly newsletter to be mailed in July, October, January and April to:

- a. All district club presidents
- b. The governor-elect
- c. The regional director
- d. The regional coordinators
- e. The USAC office

- f. All club chaplains
- g. All vocation directors in the district
- h. Diocesan and religious men and women

### 3. Content

- A. The newsletter should include information on district events, news from various clubs, program ideas and reminders of deadlines for administrative tasks. The content will follow the schedule of activities of the governor's office. A suggested editorial guideline is below:

#### **JULY**

- a. Up-to-date addresses and phone numbers of governor, governor-elect and committee members
- b. The schedule and purpose of the governor's club visits
- c. Any plans regarding the district convention and the individuals involved
- d. Plans for meeting with each bishop and vocation director in the district
- e. Items of importance noted in the last issue of *The Serra Leader*.
- f. An article regarding Blessed Junipero Serra's Anniversary (Aug. 28)
- g. A reminder of semiannual dues payment to Serra International

#### **OCTOBER**

- a. News of the district convention and the people involved in its activities
- b. News of interesting club programs presented in the district
- c. Items of interest in the last issue of *The Serra Leader*
- d. An article on the importance of membership plans

#### **JANUARY**

- a. Introductory information about the next district convention
- b. An alert to district clubs regarding semi-annual per capita dues payment to the USA Council
- c. A reminder to district clubs to appoint nominating committees
- d. Report progress on clubs-in-formation and on commendable programs of district clubs.
- e. List appointees from each club who will promote attendance at international convention.

- f. Urge district clubs to consider potential members for the Serra International Board and pass on those recommendations.

#### **APRIL**

- a. Continue information regarding the SLPC.
- b. Share ideas and good club programs in your district.
- c. Urge all clubs to support the Serra International Foundation.
- d. Promote attendance at the international convention.
- e. Remind clubs to elect delegates and alternates to international convention.

#### **IV. Upward Communications**

- A.** The club newsletter should include the meeting schedule, club announcements and club activities. The newsletter should be used to publicize the club's successes. The club newsletter should go to all club members, all clubs in your district, the District Governor, Regional Director, and USA Council.
- B.** Make sure that the USAC office and other clubs within the district are on each club's mailing list. Remind clubs to share stories, especially successes, with USAC and local media, including both secular and Catholic outlets, via press releases and photos. These items can also be shared with leadership through *the Serra Leader*.

#### **V. Helping Clubs Improve Communications**

- A.** The *Communications Manual* is a comprehensive guide to club communications and is helpful to any club communicator. It is also helpful to improve district communications. Personal assistance is also available from the USAC office.
- B.** Every club in the district should have a vice-president for communications. If not, ask the club to elect one. Clubs should be encouraged also to appoint a club newsletter editor.  
As a general policy, there should be both a club secretary and a vice president for communications. This encourages an equal distribution of communications duties.
- C.** During your visit to a club, determine how well it obtains publicity for internal programs, vocation work, awards, etc. Does it actively seek publicity for its efforts? Remind the club of the benefits of good publicity in attracting membership and attention from allies within the diocese. Direct them to the Communications Manual for further direction.
- D.** Club vice presidents for communications should be trained during the Spring

Leadership Planning Conference (SLPC).

- E** Encourage all clubs to keep aware of local parish vocation committee initiatives and disseminate this information.
- F** If a meager postage budget an issue for one of your clubs, explore with them the idea of sending their newsletter via e-mail.

## **VI. District Public Relations**

- A.** The district governor is the spokesman for the district and should be aware of opportunities to interface with the media. It is also the responsibility of the governor to oversee public relations efforts (e.g., news releases) for district events and awards. Appoint a district communications chairperson if necessary.
- B.** Do not overlook publicity as an important aspect of your district convention. Encourage the convention chair to appoint a public relations chairperson for the convention.
- C.** The governor should communicate support for any diocese-wide programs that Serra clubs in his or her district are involved in, such as diocese-wide **Called by Name** and **Single Adult Discernment** Programs. Have the club names listed as co-sponsors if possible.

## **VII Reports**

- A.** See Section 11 of this Manual for information on what **formal written reports** from club presidents, district governors, and regional directors are necessary and when they are due.

Administrative and program information are needed to fulfill the Serra Council's responsibility and obligation to reports to the Serra International Board.

In addition, this information may be used by the USA Council Committees in order to receive feedback, suggestions and ideas for Council wide applications of successful club, district, and region activities. For example, the Life Awareness Weekend, now called the Single Adult Discernment Weekend, and the 31 Club were at one time Serra club programs.

Finally, District Governors and Regional Directors rely on these reports to better serve the local club needs, address any specific issues, and to chronicle a club's experience in order to identify any trends, good or bad, and have them available to pass on to their successor in transition.

- B. Informal Reports** are essential to keep everyone adequately informed. The District Governor has an upward and a downward communications requirement. The District Governor is the major communication link between the total structure and the local clubs. The District Governor should establish a practice of emailing or calling each Club President at least minimally once a month.

### **VIII. Communications Awards**

- A. The District Governor should encourage all of the clubs in the district to compete for the Serra International - Father Junipero Serra awards presented by the Regional Director or District Governor at the Regional/District Conventions. The awards are:
1. Fr. Serra Award for Promoting Vocations--due to Serra International Headquarters by March 15
  2. Fr. Serra Award for Furthering Catholicism--due to Serra International Headquarters by March 15
  3. USA Council Outstanding Newsletter Award--due to USAC by April 30
  4. Spirit of Serra Spirit of Serra is an award to the secular press for articles that promote activities within the Catholic Church, the Diocese, or Serra.
  5. District Best Club Newsletter--suggested due date August 31

All awards should be presented at a public event

## **Section 7 - Communications**

### **Objectives**

At the conclusion of this section, the Regional Director, District Governor or District Governor Elect should be able to:

1. Explain the various communications methods used by the USA Council.
2. Explain the importance of effective two way communications.
3. Explain the need for publicity.

### **End of Section Discussion Questions**

1. What are the various communications methods used by Serra International and the USA Council?
2. What various ways can the District Governor assist the clubs in improving communications to their members?
3. How can District Governor best communicate with the clubs members in the District?
4. How can the club publicize its activities?
5. What methods are used to recognize a club's good communications methods?



## SECTION 8

### REGION, DISTRICT AND SERRA INTERNATIONAL CONVENTIONS

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# REGION, DISTRICT AND SERRA INTERNATIONAL CONVENTIONS

## **Part I - Region and District Conventions**

### **I. Introduction**

As District Governor you are a vital link in assuring all Serra Club Officers understand and carry out their responsibilities. Making the annual convention a high priority every year is an important step toward accomplishing this goal. Encourage members of each Serra Club to attend the annual Region/District Convention. Use all direct and indirect ways to promote the value and benefits of the Convention to Serrans. At a minimum, every Club President and Vice Presidents of each major committee should attend. The President of each Club, or their delegate, is to participate in the District Council meeting during the convention.

When the convention is in your district, you are the Host District Governor. You will work with the Region Director to monitor the planning process of the Host Club.

### **II. Purpose**

The purpose of annual Region/District Conventions is to bring together Serrans, spouses, guests, priests and religious for prayer, training, fellowship, and sharing. The Convention is to increase awareness of ways to accomplish our mission. The overall goals of the convention are that every Serran benefits from the convention, directly or indirectly. The location, program and cost of the Convention should be positive factors in encouraging attendance.

### **III. Content**

The real measure of the Fall Convention is the planning and presentation of the overall program. The Convention Manual presents the planning time lines, shown on page 7, which begin 36 months prior to the event. Use of the time lines assures ample opportunity for the Host Committee to construct useful content and experiences. Through good planning and use of Serra USA Council resources the participants will hear and understand their role of being Serra in their dioceses.

The Fall Convention is not a retreat, nor is it to be just a series of speakers. The Manual contains a Sample Convention Program that also includes spiritual objectives and workshops by qualified facilitators. The Committee Chair is strongly encouraged to follow the guidelines in the Manual and provide a variety of useful ideas and programs for participants.

**IV. Location**

The Fall Conventions are usually held in September or October. The convention location should be selected to meet the needs of the majority of Serrans and to hold down the cost of the Region or District Convention. Each Region will maintain a five-year schedule of Host Districts and Host Clubs for future Conventions.

**V. Planning**

The duties of the Host District Governor are specified on page 4; paragraph III of the Region/ District Convention Manual. The duties of the Region Director are specified in paragraph IV on page 5 of the Region/District Convention Manual. Both Host District Governor and Region Director must work collaboratively in monitoring both District and Region Conventions.

All Fall Conventions must have a Convention Chair. The guidelines provided in the Convention Manual are based on many years of experience and should be most helpful to the Chair. See item VI, page 8 of the Convention Manual.

The Convention Manual is written in a user-friendly format for the Chair and each Subcommittee Chair with planning time lines for a successful Convention. Success will depend on each Sub-Committee carrying out its role. The Subcommittees are Publicity Committee, Registration Committee, Program Committee, Workshops Committee, Liturgy Committee, Hospitality Committee, Facilities and Transportation Committee. Checklists of duties for Committee Chairs are presented following their Committee responsibilities.

In addition to the Subcommittee Chairs, the Convention Secretary and the Convention Treasurer will provide valuable assistance in the planning process. Neither of these positions should be filled by the Host Club Secretary or Treasurer. The guidelines provided in the Convention Manual outline specific tasks for these positions. A suggested Role of the Host Bishop is identified in Paragraph IX, page 10 of the Manual.

Any invitation to a bishop to attend or participant in a Serra Convention must be done well in advance. The calendar of most bishops is set 12 to 18 months out.

**VI. Use of Region/District Convention Manual**

At the request of Region Directors, District Governors, Host Serra Clubs and local Convention Chairs, a Region/District Convention Manual has been provided to give guidelines and time-lines for planning consistent quality conventions. Copies of the Convention Manual are available from the USAC office. District Governors should be familiar with the Convention Manual. As a Host District Governor you will use the published time lines to monitor the progress of the Host Convention Committee.

**VII. Implementation**

Using the guidelines and timeline in the Convention Manual is essential. The first step in the implementation phase is to select the Convention Chair 36 months prior to the Convention. The Region Committee for Convention Planning (RCCP) will provide direct support for the Host Club Convention Chair. The Chair is to attend the training program provided by the Conventions/Meetings Committee and Leadership Development Committee of USA Council.

The Host District Governor will monitor the time-lines for planning the convention and give the Region Director information about the progress of the Fall Convention Committee on a regular basis. The Region Director will forward information to all District Governors with encouragement to promote attendance at the event.

The Region Director and each District Governor are to develop a plan to assure representation from every Club at the convention.

#### **VIII. Roles of Region Committee for Convention Planning**

Each Region Director is to appoint a standing committee, the Region Committee for Convention Planning (RCCP), to provide support for the Host District Governor and Host Club. The members of the RCCP, selected from the Districts and Clubs in the region, are experienced in convention planning and have been trained by the USA Council Conventions/Meeting Committee. The RCCP will meet with newly selected Host Club Convention Chairs to provide information and support. The RCCP will not assume direct responsibility for planning the Convention.

#### **IX. Roles of District Councils**

The District Council is a great resource to the Office of District Governor. The members of the District Council are to promote the event in their Clubs. The Council in the District of a Host Club can provide additional skills and workers in planning and presenting the event. Having members of the District Council involved will spread the work and increase attendance. The present and past District Governors are a rich resource to the Convention Chair. Every District Governor is to schedule and promote a District Council meeting during the Convention to carry out the Council's responsibilities.

#### **X. Other resources**

The District Governor will receive information about workshops and programs from the four primary committees of USAC each year. This information is submitted to the Host Chair of the Host Committee.

- Keynote Speakers
- workshop facilitators

- written material and presenters can be recommended by the Conventions/Meetings Committee of the USA Council

## **XI. Reports and Evaluation**

The Host District Governor will monitor, and follow up when necessary, to assure that the Convention Chair submits the Host Committee Convention Report in a timely manner following the Convention.

Each Convention Chair, whether it is Region or District, will submit a final report and financial accounting to the Host Governor. This information will be sent to the Region Director and distributed to the other District Governors. Future Host Committees will benefit from this information and suggestions. The financial accounting will show the use of District Fees for support of this annual event and build credibility.

The participants' Evaluations are to be sent to the next Host Committee Chair. Using this feedback tool is the best way for the Region/District Convention to be improved each year.

## **XII. USA Council Policy Guidelines**

The Council Board has approved several policies concerning District or Region Conventions and published them in the USA Policy Manual (Revised December 9, 2009), including the following:

### **3.1.2 District Convention Surplus and Deficit Funds**

The USA Council Board shall not be responsible for surplus or deficit arising from district, national or Region conventions or conferences. Each Region, District or area will establish a written policy on the establishment and maintenance of a convention operating fund and how surpluses and deficits will be handled. The district governor, Region director, or convention treasurer shall make an annual report to the clubs and national council on the use and status of convention operating funds, including any surpluses or deficits generated.

### **3.1.5 Region or District Conventions or Meetings**

Each district or region should plan an annual meeting or convention to supplement the Serra International Convention, to further the education of members and their spouses, to enhance fellowship, and to improve Serra's overall effectiveness.

### **3.1.13 Objectives of the Meetings and Conventions Committee**

The objective of the Meetings and Conventions Committee is to guide, assist and aid USA Officers, Region Directors, District Governors and chairpersons of the Region and District Conventions in order to foster, promote and implement Serra's mission and goals effectively at conventions and conferences.

The committee will encourage the sharing of information between current and past convention planners as outlined by the Region/District Conventions Manual.

### **3.1.14 National Committee Presentations at Regional/District Conventions**

Each of the four major USA Council Standing Committees (Vocations, Membership, Communications and Programs) can make a presentation at any USA District or Regional Convention. To participate in a convention, a committee must make its request to the Convention Chair at least one year prior to the convention. The convention organizing committee will accommodate the request if made timely. The amount of time allocated, the method and format of the presentation, and specific speakers are negotiable between the interested parties,

## **Part II - Serra International Conventions**

### **XIII. Purpose**

The purpose of annual Serra International Convention is twofold. It is to bring together Serrans, spouses, guests, priests and religious from around the Serra world for prayer, training, fellowship, and sharing to help Serrans fulfill their mission. It is also to bring together Delegates to vote on Officers for the Serra International Board, to approve the budget and to vote on motions brought to the Board.

### **XIV. Delegates, Alternates and Proxy Delegates**

In order to vote on issues which affect every Serra Club, each club should be represented at Serra International Convention by a specified delegate and alternate. If no one from the club can attend the club may select, as a proxy delegate, a member of another club in the same district to represent it at the convention, or it may select a proxy delegate from any other district. The District Governor and Region Director should ensure that they are appointed as the proxy delegate for all clubs in their Districts or Regions. Refer to Article II, Section 2 of the Serra International Bylaws.

### **XV. District Governors' Luncheon and Installation**

All District Governors from around the Serra world are typically honored on the first day of the Serra International Convention at a luncheon, which includes an Induction

Ceremony for Incoming Governors. Incoming USA Governors are requested to attend; but if they are not present, other installation arrangements will be made.

## **Section 8 - Region, District and Serra International Conventions**

### **Objectives**

At the conclusion of this section, the Region Director, District Governor or District Governor Elect should be able to:

1. Explain the purpose of Region or District Convention.
2. Explain the role of the District Governor; Region Director and Host Club
3. Explain the purpose of having Region or District written policy on establishing and handling convention operating funds, including profits and losses.
4. Explain the purpose of the Serra International Convention and the need for Serra International delegates, alternate delegates and proxy delegates.
5. Become familiar with the Region/District Convention Manual

### **End of Section Discussion Questions**

1. Why should a Region or District Convention be encouraged?
2. Who is the principal organizer of the Region or District Convention?
3. Who is responsible for profits or losses from a Region or District Convention?
4. What resources are available to convention planners?
5. What can a Governor or Region Director do assure a successful Fall Convention?
6. How does the District Governor or Region Director become an alternate or proxy delegate?



## SECTION 9

### CLUB LEADERSHIP DEVELOPMENT

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## **PART I - INCOMING CLUB PRESIDENTS SEMINAR (ICPS)**

### **I. Purpose**

The Incoming Club Presidents seminar (ICPS) is the Governor's primary tool in assisting and developing the Club president, who is responsible for team work and team building in the local club. Presidents are offered an opportunity to understand the scope of the president's duties, their link to the District Governor, Regional Director, USA Council and Serra International and the role of the District Governor and District Council.

This Seminar for all incoming club presidents and president-elect should **not** include other officers. The Governor, Governor-Elect and Immediate Past Governor can form an effective team to make this seminar interesting, productive and helpful.

### **II. Objectives**

The Governor has at least four objectives in providing this Seminar:

1. Clarify the Presidents' role and responsibilities as presented in the President's Manual
2. Emphasize club leadership and teamwork through demonstration and involvement
3. Highlight available resources including the District Governor, the District Council, USAC Council and Serra International
4. Emphasize the mission and ministry of Serra

### **III. Resources**

There are a number of resources available to the Governors when presenting this seminar. These include, but are not limited to:

1. Officer Manuals
2. Past District Governors
3. PowerPoint Presentations and notes prepared specifically for the ICPS
4. The USA Council website, [www.serraus.org](http://www.serraus.org)
5. Evaluations from previous ICPS.

### **IV. Timing and Location**

Governors have found the best time for the Seminar is in March or six weeks before the District Spring Leadership Planning Conference. The Governor usually announces the date, time and location of this seminar in January with a follow-up with a telephone call a week later to be sure that each Incoming President received the information and is personally encouraged to attend. Selecting a location that is central for all incoming presidents will increase participation. A facility with adequate meeting space and at a low or no cost can be arranged with good advance planning. Many ICPS are held at parishes. The content of the Seminar usually requires five hours with six to ten presidents in

attendance. A box lunch or sub sandwich can be used at a working lunch. Use good meeting protocol: start on time, use the agenda, stay on track and close on time (a designated time-keeper will be a major asset). This shows respect for the presidents' time and gives a good example of how every club and board meeting should use good meeting protocol.

**V. Attendance**

In the Governor's invitation and promotion of this program, it is essential to give strong encouragement to attend the Seminar. Should an Incoming President be unable to attend, then the Governor will make arrangements to deliver this program, in person, to that absent president. It has been found when Presidents realize the benefits of this training and development; many make the necessary arrangement to attend the Seminar. Presidents who had attended previous seminars are requested to attend and be a resource to others through their experiences.

**VI. Overview of ICP Seminar Training Package**

This training program has been planned to make the best use of the time available. The PowerPoint Presentation can be downloaded from the Council. If the presenters are more comfortable, the PowerPoint presentation pages can be made into transparencies. You will need to go over the total package, the following are only highlights.

**A. Handouts for participants:**

- 1. Agenda ..... Exhibit 9A-1
- 2. Participants Evaluation ..... Exhibit 9A-2
- 3. PowerPoint Handout (Slides-3 slides per page) ..... Exhibit 9A-3
- 4. Blank 15 Month Planning Calendar (with selected national dates)..... Exhibit 9A-4

**B. ICP Seminar Program**

- 1. Objectives and Challenge
- 2. President's Role/Responsibilities (see President Manual and Position Description)
- 3. President Elect and Other Officers
- 4. Board of Trustees: Governing Body
- 5. Office of Governor
- 6. District Council: Presidents and Active Past Governors
- 7. USA Council Structure, Goals, Value and the Services to the Clubs
- 8. Serra International Structure: Serra International Board, Councils
- 9. Building the Team of Officers and Club Meetings
- 10. External Relationships: Collaborating with Other Catholic Vocation Organizations

**C. Assisting the President**

- 1. Your Year as President B Building Teamwork

2. Club Meetings B The Model Serra Club
3. Planning Exercise by Presidents Using 15-Month Calendar
4. Announcements: SLPC, SI Convention, Fall Convention
5. Sharing and Q and A

D. Evaluation of Seminar by Presidents

We recommend all conferences, conventions, and training events include an evaluation. Full attention by attendees to complete evaluations must be **emphasized** by all leaders of an event. The information obtained by these evaluations is **CRITICAL** to revise and improve material to meet the real needs of the participants. Assure there is adequate time to accomplish this task.

E. Summary, Closing

*Please note:*

*The exhibits following Parts I and II are detailed to the extent the user has little to create, but they can easily be modified to meet the specific need of the trainer.*

**VII. District Council Meeting**

The ICPS may be followed by a District Council meeting to demonstrate to the incoming presidents the council work of the current presidents. Incoming presidents could join in the conversation, but only current Council members vote.

This meeting would replace the District Council meeting mentioned as part of the SLPC (see page 9-9, VII F.) This is especially appropriate if some of the incoming presidents are really beginning the second year of a two-year term.

**SERRA INTERNATIONAL, USA COUNCIL  
INCOMING CLUB PRESIDENTS SEMINAR**

Registration and Continental Breakfast

**AGENDA**

- I. Opening Prayer, Welcome, Introductions .....*Governor*
- II. Purpose and Objectives.....*Governor*
- III. You and Your Club.....*Governor or Governor Elect*
  - A. Team Leader and Officers
  - B. Other Officers and Duties
  - C. Board of Trustees
- IV. Office of District Governor .....*Governor*
  - A. Support Team
  - B. District Council
- V. Serra International Structure .....*Governor and/or Governor Elect*
  - A. USA Council
    - 1. Value of the Council to Clubs and Members
    - 2. Sources of income and Expenses
  - B. Serra International Board and Other Councils

Break

- VI. Teams/Committees .....*Governor and/or Governor Elect*
  - A. Building Teamwork
  - B. Club Meetings
  - C. Building External Relationships

Lunch

- VII. Your Year as Team Leader
  - A. Planning B: Using the 15 Month Calendar .....*Governor and/or Governor Elect*
    - 1. President’s checklist
  - B. Time lines for Successful Programs
- VIII. Summary and Review .....*Governor Elect*
- IX. Evaluation .....*Governor Elect*
- X. Closing Prayer .....*Governor*


**INCOMING CLUB PRESIDENTS' SEMINAR EVALUATION**

Note: Your comments are needed so that we might provide a meaningful seminar to all incoming presidents.

- |                           |  |             |             |                  |
|---------------------------|--|-------------|-------------|------------------|
| A.                        | Has your knowledge and understanding of your role in Serra improved as a result of this Seminar?   | Yes         | No          |                  |
| B. Regarding the Seminar: |  |             |             |                  |
| 1.                        | Was prior notification and information on seminar adequate?  | Yes         | No          |                  |
| 2.                        | Was the seminar held at least 6 weeks before SLPC?   | Yes         | No          |                  |
| C.                        | Circle one number that best represents your opinion of each part of presentations shown below:   | 1 =<br>Fair | 2 =<br>Good | 3 =<br>Excellent |
| 1.                        | Location of seminar.   | 1           | 2           | 3                |
| 2.                        | Adherence to scheduling on agenda  | 1           | 2           | 3                |
| 3.                        | Agenda, objectives and challenge   | 1           | 2           | 3                |
| 4.                        | Your role as President, other officers, and use of manuals   | 1           | 2           | 3                |
| 5.                        | Use of committees/Team work, club meetings   | 1           | 2           | 3                |
| 6.                        | Value of SLPC and Fall Convention to develop leadership  | 1           | 2           | 3                |
| 7.                        | Team building exercise and use of calendar   | 1           | 2           | 3                |
| 8.                        | Structure B International, USA Council, Regions and Districts  | 1           | 2           | 3                |
| 9.                        | Funding of Serra B Dues/Assessments  | 1           | 2           | 3                |
| 10.                       | Summary and Question/Answer  | 1           | 2           | 3                |
| D.                        | Please comment/advise/suggest on how this seminar can be improved to assist others in the role of president.(Use reverse side for additional space and comments) |             |             |                  |

**Thank you for coming; for participating; for your work in SERRA!**

**Incoming Club Presidents**



Serra International  
USA Council

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**Agenda**



- Serra Today
- You and Your Club
- Other Team Members
- Your Year as Leader
- Planning

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**Objectives**



- Clarify Presidents role/responsibility
- Emphasize Club Leadership and Teamwork
- Use of resources
- Accomplish the mission and ministry

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**USA Council 15-Month Planning Calendar**  
 DISTRICT/REGION \_\_\_\_\_

March	June	September	December	March
April	July	October	January	April
May	August	November	February	May
Misc.	To do:		On-going activities:	



## **PART II – SPRING LEADERSHIP PLANNING CONFERENCE (SLPC)**

### **VIII. Purpose**

The Spring Leadership Planning Conference (SLPC) is the Governor's most important club leadership development activity because it directly involves and focuses on all the incoming club Officers and Board members. The purpose is to annually educate and motivate club officers and board members to effectively plan and implement their clubs' programs and activities.

Good attendance can be fostered by:

1. Advance notice to participants of conference content and value
2. Clear conference focus and learning objectives
3. Well prepared facilitators and use of agenda (Exhibit 9B-1)

Each current club president will be asked to attend the SLPC to participate in the District Council Meeting. If the District Council meeting was held at the Incoming Club Presidents Seminar, the current presidents are still encouraged to attend the presidents elect workshop to share knowledge and experience. The Governor Elect position selection and the conduct of other District Council business are essential parts of District Leadership.

***NOTE:** Exhibit 9B provides detailed information on tasks and expectations for a successful training experience. The content pages make an excellent check list.*

### **IX. Time Line for Planning**

After the governor reviews the past SLPC evaluations, he or she, with any planning team members, begins planning for the next SLPC. Schedule the conference at the most convenient place and time for the majority of clubs, not just for the convenience of the District Governor. Provide facilities for a general session and a minimum of nine rooms for concurrent workshops. Parish schools or meeting rooms are usually available with early planning.

Use the SLPC Program Agenda (Exhibit 9B-1)

### **X. Teamwork**

The Governor, while responsible for the SLPC, will delegate certain authority and content areas to the Governor Elect who becomes Governor the following June. After the agenda is set, the Governor will then make assignments to the Elect, Immediate Past Governor and others (facilitators whose experience as officers and knowledge of the program content), and the 15-month calendar.

## **XI. Agenda for One Day Conference**

The USAC recommends the SLPC be planned and presented as a one day event, 9 a.m. to 4 p.m., on a Saturday in April or May. If long periods of travel are required, the conference could begin at noon or 1 PM on Saturday and conclude at noon on Sunday. In this later case, housing for one evening will be necessary, as will Sunday liturgy.

## **XII. Workshops**

In addition to the written or verbal instructions provided by the Governor some weeks earlier, a 30 minute minimum briefing session will be held with the Facilitators to highlight their role and responsibility and cover the topics shown on Exhibit 9B-5, page 9-24.

The goal of the concurrent workshops is two-fold.

- A. First, the club officers and trustees will attend the workshop specific to their position and assignment to share and discuss areas related to the topic. The nine workshops have specific content listed for each workshop in Exhibit 9B-5, page 21, 22: 1) President and President Elect, 2) VP for Membership, 3) VP for Vocation, 4) VP for Programs, 5) VP for Communication, 6) Treasurer, 7) Secretary, 8) Trustee, 9) International Foundation Club Representative.

The workshops should be at least 100-120 minutes in duration to accomplish their objectives. This time frame allows discussion and sharing of ideas, followed by peer group and individual planning using the Calendar.

- B. Second, each V.P. and Club Officer will begin Club planning, using the 15 month calendar during the workshop. A copy of the Planning Calendar is provided for each Officer and the group of officers will quickly identify the events/activities, month of each event, duties, and tasks to be accomplished. They will use this Calendar to develop a Club Master Calendar later in the day. If clubs in your district are ahead in planning and come to the SLPC with completed club calendars, this time may be used for inter-club sharing of calendar information.

## **XIII. Officer Manuals**

Officers are to bring their respective manuals to the Workshop (include this information in the letter of invitation) or the Club must supply them. All Workshop Facilitators must have a copy of the officer manual for the workshop they will lead. Facilitators MUST have reviewed this manual before the conference. (Manuals are online in the USAC web page or can be ordered from the Chicago Office for a nominal cost.)

#### **XIV. Overview of Model Training Package**

A. General: A complete and total training package has been provided the Governor for conducting this program, including PowerPoint /transparencies for Overhead Projector.

B. Presenters PowerPoint note pages with suggested comments provides Governor a script with presentation elements.

C. SLPC Program Agenda (Exhibit 9B-1) Pg. 9-13

D. To begin the Conference, motivational topics by one or two speakers are included in Exhibit 9B-3, pgs.9-15/9-20. Complete narratives are provided to assist the presenters= understanding of the focus and purpose of each topic and their value to the SLPC program.

1.Using the Committee Process and Team Building

2.Leadership Principles and Skills; the Mission of Serra and USA Council.

E. Workshops for separate officer positions require specific training and planning, Exhibit 9B-5, Pgs. 9-24, 9-26.

F. The incoming Club President meets with club officers in a planning session. District Council meets concurrently when the Club Planning session is taking place, the current club president will attend the Council meeting\*. Incoming Governor begins scheduling Club Visits at the Council meeting.

G. Current Club President meets with District Council to elect new Governor Elect to take office in June. Offers advice to Incoming Governor in June on his/her planning for visits to the clubs. This meeting may have already taken place at the ICPS (see page 9-3.)

H. Serra International Board and Foundation update

I. Serra International, USA Council and Region update with emphasis on Fall Convention

J. Proposed District goals and activities for coming year by the Incoming Governor

K. Announce new Governor-elect and complete Participants' Evaluation

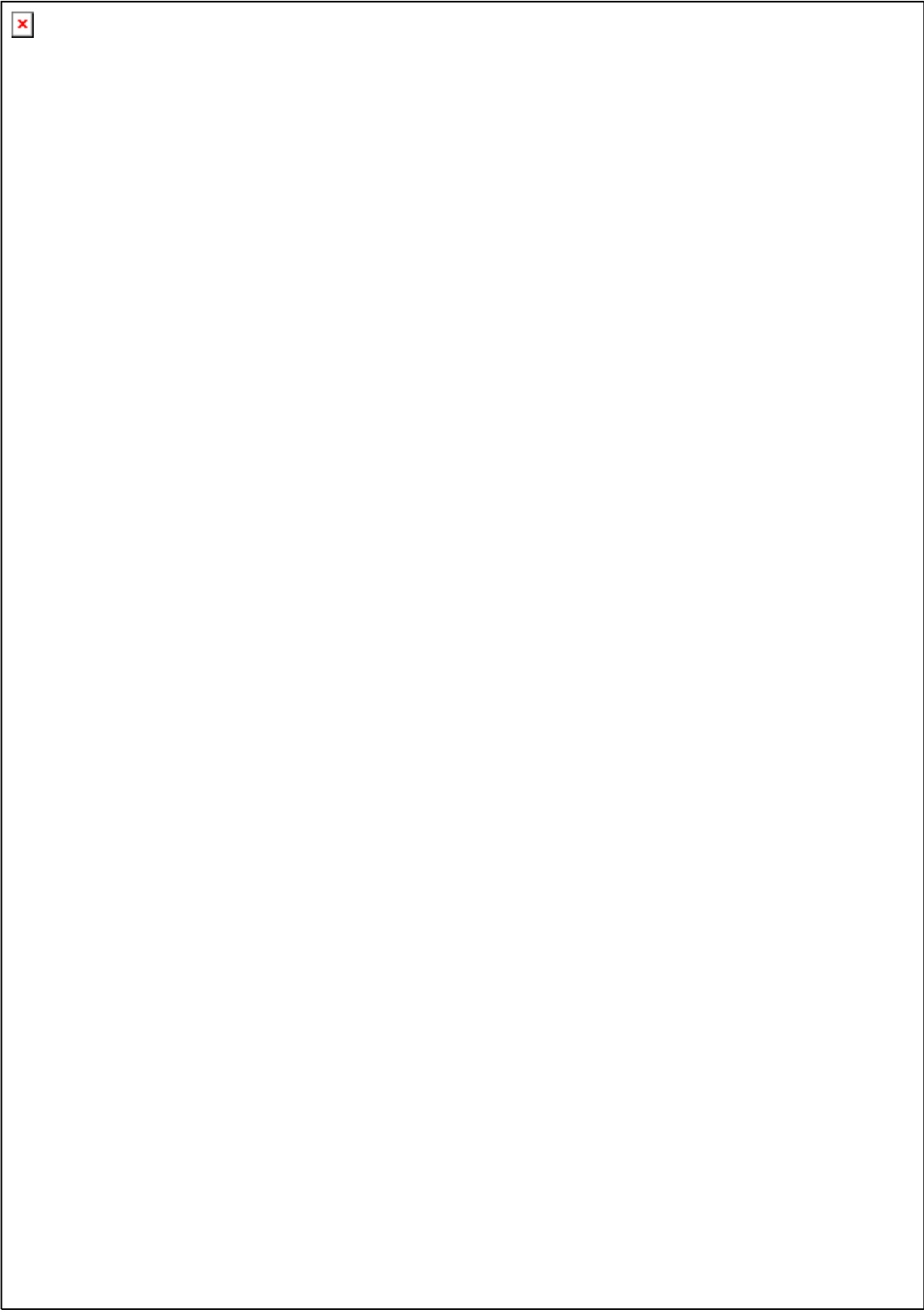
L. Q and A

M. Closing prayer

**\*Note:** Incoming Club President concurrently meets with club officers while current president meets with Council.

**DISTRICT SPRING LEADERSHIP PLANNING CONFERENCE  
PROGRAM AGENDA**

8:30	Registration (DG concurrently meets with facilitators) <i>(Each participant receives packet of Conference materials, Planning Calendar and Evaluation)</i>	
9:00	Prayer, welcome, introductions. Program goal Handout and explanation of evaluations & stress completion	<i>Current Governor</i>
9:10	Committee process and team building	<i>Presenter</i>
9:20	Leadership principles and characteristics (Planning, Organizing, Directing, Evaluating)	<i>Presenter</i>
10:00	Morning workgroups. A Sharing Experience * 1. Presidents/presidents-elect      6. Secretaries 2. Vice presidents for Vocations      7. Treasurers 3. Vice presidents for Programs      8. Trustees 4. Vice presidents for Membership      9. International Foundation club representatives 5. Vice presidents for Communications	<i>Facilitators (9)</i>
	<p><b>*Note:</b> Due to weekend obligations many Chaplains are unable to attend SLPC.          Facilitators should lead each workgroup. Outline guides are provided for each workgroup participant. Exhibit 9B-5 on pages 9-21 and 9-21.          (Plan on having a Break at 10:50 for approximately 10 minutes).</p>	
12:00	<b><i>Club Officers come together for lunch</i></b>	
1:15	Clubs convene for planning session using 15 month Calendar. <i>Incoming President and President Elect</i> lead in coordinating the VP Calendars to develop a Club Master Calendar. Each VP to give Action Item for the Club Calendar. (Recommend a minimum five (5) action items per Committee V.P). District council meetings <i>Governor meets with District Council</i> concurrent with Club Planning Session.	
2:15	Break	
2:30	Serra International Board and International Foundation	<i>Presenter</i>
2:40	USA Council update and Regional Update	<i>Region Director Director/Designer</i>
2:55	Proposed District goals and activities for coming year	<i>Incoming Governor</i>
3:25	Evaluations completed. Announce who is to be Governor Elect	<i>Current Governor</i>
3:40	Question and answer session. Comments	
4:00	Closing Prayer	<i>Incoming Governor</i>



## GUIDES FOR MORNING SPEAKERS PRESENTATIONS

### I. Topic: USING the Committee Process and Team Building:

- A. **Presentation:** In most organizations, the use of committees and the committee process will contribute to the long life of the organization. In Serra, the committee process will also contribute to efficient and effective club leadership and programs. As in all human activities, the committee process must be properly organized, used and monitored.

Some Serra club Vice Presidents may be uncomfortable working with committees because they think they don't have the skills or the time to work with others. Some may not be convinced that working with others is better than "doing it all myself" When this happens the club fails to use the talents and skills of its various members. For Serra, this is a particularly wasteful situation if we spend many hours and much effort attracting Catholic leaders in our communities and fail to use their gifts for the good of the Church through Serra.

The committee process provides more participation by the membership. It also ensures acceptance of programs.

The members of effective committees also provide a reservoir of talent from which to groom future club officers. Serra clubs must effectively and efficiently involve the "cream of the crop" inducted into the organization.

- B. **Team Building:** One of the most important contributions an effective leader can make to his/her organization is to take responsibility to know, encourage, assist and develop the people with whom they work. Working through and working with people are the most demanding factors in leadership.

Team building requires the leader to have problem-solving skills so that problems can be reduced to workable and manageable solutions. The leader always keeps in focus his/her roles and responsibilities in the organizational framework. He/she must portray confidence and be a motivator for the duration of his/her term of office. CHEER-LEADERS are good for quick, short bursts of excitement, but efforts quickly die or are extinguished by obstacles, misfortune or delays.

In all team-building efforts, the leader assigns duties and then holds the individuals accountable for the proper completion of the assignments. **When the leader fails to hold a person accountable and fails to monitor the progress or lack thereof, then the leader has conveyed that the assignment was not that important or necessary.**

Various tools are available to a leader in assisting others in task completion. One tool is the use of a visual chart that contains time frames for completing the important parts of

the assignment as well as the final completion date. The Serra club board of trustees can assist a president by reminding him/her of target dates and times (ref. 15-mos. Calendar).

## **II. II Topic: Leadership and Missions of Serra International's USA Council**

**A. Instructional Guidance for Presenters: Attendees know most of the basic traits of leaders and of managers.** Consequently this presentation and contents are provided as a summary. The presenter, to gain audience attention, may wish to prepare a large Flip chart or chalk board on which to list some of the basic activities of leaders and of managers which are elicited from attendees. This visual will reinforce the verbal message.

Care is taken to point out that every leader and manager applies principles of *planning*, *organizing*, *directing*, and *evaluating*.

1. The *planning* item lays a common foundation for all the work groups meeting in the morning. The work group begins the planning process. Hopefully, the district governor has helped each club president and officer initiate some initial planning steps before coming to the conference. This initial preparation by the attendees will create a sense of purpose, commitment and involvement. (Unfortunately, there will be some who will not prepare, and it will be important to present these basic elements).
2. The *organizing* item also provides general, common areas and tools to implement the plans. This content also helps the afternoon workgroups, which will ask them to develop five goals associated with certain organization steps they must take to meet the goals.
3. The third item, *directing*, will guide and emphasize how each goal mentioned in the afternoon work group can be “kicked off and evaluated.” Planning without directing toward proper execution is a waste of time, talent and resources.
4. The fourth and ultimate activity of *evaluating* or assessing the outcome, determines the achievement of the stated goal of the plan and possible points for improvement.

## **B. Presentation: Leadership Principles and Skills; The Mission of Serra and USA Council.**

Serra International, a worldwide organization, and the USA Council present a complex organization that must have competent leaders and managers at all levels if they are to be successful in achieving the important mission and goals of Serra.

In a Serra Club, the officers function sometimes as leaders and sometimes as managers. Leaders and managers often possess some of the same talents, skills and behaviors. Many times the essential difference lies in the roles and functions each person fulfills at a specific time.

1. **Leaders** plan, approve, delegate and provide vision, guidance, motivation and dynamics. They teach and issue policies. Leaders must maintain the club's perception of the "big picture."

For relating this material to Serra, we will consider the following as *leadership* positions in Serra International: President, President Elect of each club, Council and Serra International; Board members at all levels, International trustees of Serra International Regional Directors, District Governors, Governors Elect and Deputy Governors, District Council Officers.

2. **Managers** coordinate, implement, delegate, organize and direct. They maintain close working relationships with those they manage. They assess and evaluate people, programs and things.

In Serra, the following are considered *managers*: Vice presidents and officers who direct committees and others at the local club level, in national councils and in Serra International.

3. **Authority and Leadership:** Leaders often acquire their authority by the position they occupy in the organization. In the local clubs, the president (president-elect), through the selection and election process, is the designated leader and is expected to possess certain leadership traits. When the leader does not have the basic skills, then the leadership will usually not be effective or efficient. The club that is inefficient will not be productive and will have difficulty in meeting the needs of its members and accomplishing the Serra goals.

Competent leaders do not desire or expect to "do it all myself." Through experience and training they know they must have the resources and cooperation of others to get the job done. Unskilled leaders, because of their authority role, can degenerate into dictators, autocrats or people pushers. Such individuals rarely bring positive change and direction to a cooperative structure and can contribute to a club's demise.

4. **Time and Resources for Leadership:** All leaders must have sufficient time and resources to accomplish the mission. In Serra, they must be knowledgeable of the club's assets, informal groups and essential programs. They should have gained this knowledge by progressively handling the various VP assignments in the club. When they become leaders, they know the structure.

In some Serra clubs, the time allotted for formal club leadership is often reduced to four or five hours per month (two club meetings and one board meeting). Club presidents with this time constraint must then exert their leadership in informal sessions with the club officers, chaplain, trustees and others. The officers and trustees must also take time to exert their efforts to accomplish the assignments for which they have responsibility in a



timely manner.

There is further constraint when the president's term is only one year, especially if he/she has not been an active President Elect. If the president takes the summer months to "start up" and begins to "gear down" after officer nominations in January, the president may actually lead for only three to five months in a one-year term. This is counter-productive to a club's growth and work. For this reason some clubs prefer a 2-year term for the president (see 6, a, below).

Serra *cannot be a social club* because our mission and goals are far too important to misuse time, resources and personnel. Our goals require the development of essential external contacts and relationships with bishops, vocation directors, priests, religious and others. The needs of the church and Christian communities require that we in Serra *must* be highly effective. Social clubs lose their focus and mission.

5. **Training of Leaders:** Serra is dynamic and continues to adjust to changes. Serra leadership must be informed and enabled. Leaders are human and need reinforcement and motivation to keep their attitudes and skills finely tuned.
  - a. **District governors:** Serra provides development opportunities to its district governors each year because the governor must be able to stimulate and assist the local club leadership through a variety of techniques. He/she must monitor and evaluate each club in the district to determine *which* club needs additional help and assistance and when and how the help will be provided. He/she is also to be the club's source for accurate news and information related to the Serra organization.
  - b. **Local club presidents and officers:** One major tool available to the governor is this conference, the SLPC. Each year the governor, with assistance of the local clubs, plans and presents this district conference. At this conference you have the opportunity to share and explore ways of operating and guiding your club. After this conference, the governor will be working with each one of you to see what assistance you need or want.

The district/regional convention in the fall also offers developmental opportunities for club officers and trustees.

Clubs and officers who take advantage of these learning and planning opportunities are more likely to have consistent and progressive leadership. These clubs will develop vocations programs, learn more about their faith, recruit and retain members and be in good communication with the local Church and community. In other words, a 20-year-old club of this type will have done much to accomplish the goals of Serra, whereas a 20-year-old club which does not learn and grow will be a club which has done the same thing over and over for 20 years and slowly decline.

## 6. Assistance to Support Leadership

- a. **Structure changes:** Some clubs have adopted administrative and/or structural changes to prepare and strengthen the role of their leaders. Some clubs have adopted two year terms, which gives time and leadership consistency. Clubs are encouraged to use the president-elect position, which not only prepares the Incoming President but gives the current president needed help, time and resources to be a competent leader.
- b. **Communication tools:** Good leaders take time to be available and communicate with their officers and membership. They use the personal contact and the club newsletter, an excellent device for sharing and informing. Rarely are they considered too busy, or not available. They recognize the need to explain how their plans and actions relate to the Serra goals and objectives.

*Feedback:* An essential part of communication skills is to be a good listener so the leader can obtain necessary feedback from all levels. Without this feedback the leader will not be able to assess and evaluate needed action or changes. Lack of communication creates misinformation and often contributes to obstacles and problems that will not benefit the club or the membership.

7. **Leadership Traits:** Previous paragraphs have covered what leaders do; below is a partial list of some of the *traits* of a leader:

Patience	Ability to listen (not just hear)
Understanding	Ability to see and focus on the big picture
Perceptive	Determined
Belief/trust in God	Sense of humor
Aware of self	Sense of justice and fair play
Respect for others	Commitment to health
Enthusiastic	Motivated
Disciplined	Aware of people and situations in their environment

The leader must be able to accept counsel from others, but still make an individual judgment. Leaders do their utmost to be good communicators so everyone will understand the basic mission.

Leaders are often willing to take necessary risks to accomplish the goals and objectives. They dislike failure, not because it personally affects them or their ego, but because it adversely affects others, wastes resources, and ultimately the mission of the club.

They are mindful of the big picture and are ready to react swiftly to changes or obstacles that threaten to block or destroy resources needed to accomplish the mission. They retain the long-range goals and vision even when dealing with short-term situations, obstacles, setbacks and delays.

He or she is the person that gives the extra 10% or walks the extra mile.

- 8. Leadership Characteristics:** Coupled with the essential traits, leaders must have a sufficient storehouse of skills. They acquire current knowledge of 1) the environment, mission, people around them and 2) the relationship of skills and technology that will improve their skills. Leaders seek informal training, formal training, and other experiences as opportunities to improve and increase their skill levels. Leaders recognize the need to continually learn from every experience.

Some of the same basics we have outlined must also be applied/utilized by the other club officers and vice presidents. The future need of the club for leadership requires that others be prepared and trained for now and the future. The following is a partial list of leadership responsibilities:

Human relations	Controlling	Planning
Teaching	Communicating	Organizing
Team building	Counseling	Directing
Problem recognition and solving		Delegating and evaluating

Time will not permit a review all of these tasks, but handouts have been provided for four of the principles: planning, organizing, directing, and evaluating. These materials should be reviewed because they will apply to the workshop activities during the SLPC.

## PLANNING

Planning is selecting objectives, policies, programs and cures. It is an intellectual and experiential activity that looks ahead and prepares for the future. Coupled with a leader's experience and knowledge of the Serra club goals and objectives, sufficient time and attention will be needed to plan for achieving a successful completion of the mission.

Some authors assign the planning phase of leadership to be as high as 60-75 percent of their efforts. Others point out that *planning without efficient execution* is only wasted effort. Planning will enable a leader to clarify goals and objectives, and then determine courses of action. Leaders and managers will plan how to motivate those with whom they work in order to plan effectively and efficiently. Many leaders do not have to plan the day-by-day operations or establish the operational guides and policies (and tactics) that will provide good programs and successful efforts; they involve and rely on their teams – the committees, and team leaders – the VPs.

The leaders will devise time/phase charts to determine when a goal is to be reached including the frames that show when to assign human and material resources. Past presidents, trustees and peers can be invaluable in helping the current leader to determine a proper course of action and to determine if the action is still on course. The bishop and vocation director can also be helpful.

Involvement of others will not only clarify the leader's plan of action, but can gain the support and backing from the club members. Within 30 days of the installation of the new president and officers, serious planning and efforts must be started so that tasks and assignments of committee members can be initiated. Pre-planning and transitional board meetings the month before installation are even better.

Part of the planning phase is effective communications. The leader must convey: information, goals, processes, etc. to the new vice presidents and other officers and then to the membership.

Planning yields purposeful and orderly activity and is a rational effort to assure the proper use of resources. Every plan should be based on clearly defined objectives and stated in concise and accurate methods. All plans, at all levels, must have flexibility built into them so that the plan can be adjusted smoothly and without delay or the loss of resources or effectiveness.

## ORGANIZING

Organizing is the process that establishes: 1) the priorities among the club/district goals and objectives, 2) the work to be done to accomplish those goals and objectives and 3) what resources are needed. Organizing gives structure to work relationships.

Organizing becomes essential quite early in the president's term because of the need to prioritize tasks and duties so that the vice presidents and officers will work in agreement with these plans. The success of any organization cannot be accomplished by one person acting alone. Cooperation and involvement of others must be planned and achieved.

All individuals are in Serra because of what they want. They will subjectively evaluate their role in the club and Serra International. Commitment builds on understanding. It is important, therefore, to successfully convey our interdependence and cooperative spirit in Serra.

The president must have an accurate understanding of past efforts and accomplishments. He/she must know what is needed to accomplish the next set of goals and objectives and how to structure the parts. The president needs to know the informal power groups within the organization and how to motivate these groups to help accomplish the goals of the club.

Devise a visual aid or chart that outlines the roles of club committees--vocations, program, membership and communication in accomplishing club goals. The leader's overall plan must be conveyed early so the vice presidents will see how they will work and plan together. The leaders and officers must prevent as much confusion or conflict as possible through cooperation and communication.

### **DIRECTING**

Directing is the process that provides guidance, direction, controls and assessment so that performance can be identified and measured against certain procedures, standards and time frames.

Directing requires an understanding by all of: 1) what is to be done; 2) who is to do it; 3) when it is to be done. In Serra, the club president is responsible for directing the overall performance of the vice presidents, officers and the club's success in accomplishing the goals.

Each vice president and officer is responsible for directing and monitoring the efforts of their committee members. The president, in board meetings and informal discussions, will hold the vice president and officers accountable for the tasks and duties assigned to them.

Delegation is an important part of directing but it is not the transferring of roles and responsibilities. After the leader has provided sufficient guidance and direction he/she will then assign accountability and sufficient authority to accomplish the tasks. It is necessary for the leader to explain clearly and concisely. The vice presidents working with their committees and groups may also delegate only after they have communicated and explained what is being delegated.

A competent leader is always aware of what is going on. Both the leader and the manager will observe to gauge performance and outcome. This ongoing evaluation and appropriate

input when assistance is needed will help the club fulfill its mission.

*NOTE: Planning and organizing follow each other in sequential action steps. Directing does not necessarily immediately follow organizing but must be employed soon in the plan of action.*

### **EVALUATING**

Having planned to achieve a specific goal/objective, it is necessary to determine if it had been achieved, and to what degree. Questions as to how it could have been done better also arise. A part of the evaluation process frequently overlooked is to include what was not achieved.

Review the evaluation forms provided during the training you received and those that are contained in your manual. Note those segments you can adopt and adapt when you have a club project. It is best if you use a diverse means of measuring to obtain information. Some simple questions only require a YES/NO or True/False response; others may need a scale of 1 to 5 (or 1 to 10); others require an opinion written out by the person. (Ref. Exhibits 9B-8, & 9B-9)

Remember, feedback obtained during the directing, organizing, and carrying out of action plans is a form of evaluation also. It reflects the degree of accuracy in planning and organizing required to accomplish desired effects and play an important role in fine-tuning current and future plans, organizing, and actions.

In any event it is necessary to evaluate in order to have a sense of where you have been, where you wanted to be now, and where you wanted to be in the future, AND how best to get there!

**FACULTY GUIDELINES**  
**Spring Leadership Planning Conference**

Room set-up: Avoid classroom set-up in rows. Arrange seating so that everyone can see and speak to everyone else easily. Use tables, if possible. Make a map of the room so that we can put furniture back exactly where we found it.

As the facilitator, guide the discussion, keeping on track with the discussion topics. Encourage each person to participate, but do not allow anyone to dominate.

Workshops are scheduled from 10:10 to 11:30 a.m. Each participant should have a Manual for that position. Most should have their Club 15-month calendar almost completed, following the Incoming President Seminar in March. During this workshop discuss the following:

1. Using the manual to implement the national standards in it with your Club. Ask questions that require people to open the manual to find the answers. Review the responsibilities in the job description.
2. Discuss any USA Council initiatives that may affect your club activities: the Three-Year Membership Strategy, Priesthood Sunday, Super Weekend and Annual Meeting in June, Parish Vocation Committee Formation, Holy Hours, the traveling monstrance program, Vigil Service for Deceased Serrans, Vocation Activities handbooks in English and Spanish, Region 9 Convention in October, the In His Steps program, orientation for new members and Handbook for Serrans, College Connection, etc.
3. Encourage the use of the committee process in the Club. Committees will involve more members, improve participation, use the talents of members and enrich the club and club events. Stress the importance of using the committee process, assigning members to various tasks, large and small. People who are not involved in vocation, membership, communication or program committees, or involved in Club event ad hoc committees soon get bored and drop out.  
  
V.P.'s should be encouraged to set up their committee and start using the committee process immediately. Serra's four major Committees are not one-person activities. Team building in the club assures future leadership. Encourage each Club to schedule one meeting close to the time new officers are installed, before is best, to plan member participation in various Club committees and plot activities' time lines on the 15-month calendar.
4. Involve new officers in discussion and exchange of information about multi-club or diocesan events for planning and publicity (should already be on the club planning calendars). Look at the date for one of these events and discuss how far in advance we must plan the event, get workers lined up and publicize the event. Mark the 15-month calendar with notes.

There will be a working lunch. During the lunch time, each Club will sit together at the tables.

Please discuss the questions on the agenda. Ask participants to complete the evaluation form.



**SPRING DISTRICT LEADERSHIP PLANNING CONFERENCE  
OUTLINE FOR INDIVIDUAL WORKSHOP DISCUSSIONS -Facilitators**

1. Presidents/President Elects
  - a. Review of responsibilities/duties (position description)
  - b. Review USAC Mission and Goals
  - c. Administration (to include executive and board meetings)
  - d. Organization
  - e. Leadership
  
2. Vice Presidents for Programs
  - a. Review of responsibilities/duties (position description)
  - b. Developing series of programs based on Programs Manual I and II
  - c. Use of Suggested Club Program Calendar/relating topics to the liturgical year
  - d. Use of local resources
  - e. Importance of planning programs using committee process
  
3. Vice Presidents for Vocation activities
  - a. Review of responsibilities/duties (position description)
  - b. Collaborating with diocesan vocation office director and staff
  - c. Work with parish and diocesan church vocation committee
  - d. Contact with high school, college and seminary students
  - e. Affirmation and support programs for priests, religious and seminarians
  - f. Planning and publishing other continuing activities
  - g. Importance of using committee process
  
4. Vice Presidents for Membership
  - a. Review of responsibilities/duties (position description)
  - b. Importance of using committee process
  - c. Defining membership goals and meaningful selection process
  - d. Conducting friendly reception programs
  - e. Maintaining attendance reports
  - f. Planning and conducting informative orientation and induction programs
  - g. Working with district extension teams (new club) plans/activities
  - h. Review club reports sent to district governor
  
5. Vice Presidents for Communication
  - a. Review of responsibilities/duties (position description)
  - b. Identify and maintain media relations and contact
  - c. Continue to assess club's internal communications; work with newsletter editor
  - d. Coordinate communication regarding all club activities to district governor
  - e. Publicize club's external activities
  - f. Importance of using the committee process

6. Secretaries
  - a. Review of responsibilities/duties (position description)
  - b. Identify role/contribution to club's newsletter
  - c. Maintain board meeting minutes in timely fashion
  - d. Maintain/assist in club's historical file and roster
  - e. Maintains Club Bylaws and Policy manual.
  
7. Treasurers
  - a. Review of responsibilities/duties (position description)
  - b. Develop and maintain the budget
  - c. Maintain standard records and chart of accounts
  - d. Complete monthly/semiannual reports
  - e. Identify and account for funds other than dues
  - f. Assure timely payments of per capita dues to the USAC
  
8. Trustees
  - a. Review of responsibilities/duties (position description)
  - b. Provide guidance/counsel/direction for club officers
  - c. Accept assignments for/on internal/external programs
  - d. Upon request, supervise/guide committees
  
9. International Foundation Club Representatives
  - a. Review funding areas by Foundation (brief and summary)
  - b. Explain role of Foundation in strengthening USAC and vocations
  - c. Discuss techniques clubs have used to encourage gifts
  - d. Identify several effective techniques and methods to accomplish giving
  - e. Based on accomplishment, convey this effort/success conveyed to club membership



**SERRA INTERNATIONAL  
 SPRING DISTRICT LEADERSHIP PLANNING CONFERENCE  
 PARTICIPANT EVALUATION-**

Your comments will assist in offering improved programs.

Date(s) of training

District

Offices held

Number of previous SLPC's you have attended?

**I Conference agenda**

a. I received an advance copy of the agenda before the conference      YES      NO

b. I made prior preparation before attending the conference      YES      NO

**II. Conference overview**

The overview given at the conference opening helped me to understand the agenda and what was to happen today      YES      NO

If no, what could have been done to help?

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**III. Use of committee process/team building in local clubs:**

Many positive reasons were given for use of committees. Comment on principle reasons for using Committees in your Serra Club.

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**IV. Presentation on leadership principles: (1 - low, 5 - high)**

a. Material presented on leadership was      1   2   3   4   5

b. The speaker was      1   2   3   4   5

c. Mention one item that will be helpful to you      1   2   3   4   5

d. Other comment on this topic

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**V. Morning workshop**

a. How many participants were in your morning workgroup?

b. Was only one type of club officer present?      YES      NO

c. Did the Facilitator encourage sharing among those various club officers?      YES      NO

If not, what was the difficulty?

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d. Mention two items/ideas you obtained from the morning work group:

1. \_\_\_\_\_

2. \_\_\_\_\_

Comments on this topic:

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**VI. Luncheon**

- |   |     |    |
|---|-----|----|
| a. All our club officers lunched with our president.                        | YES | NO |
| b. During lunch, officers shared what happened in the morning work group    | YES | NO |
| c. Mention one direction your president gave for your afternoon work group. |     |    |

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Comments on this item:

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**VI. Afternoon Work Group (President and Club Officers)**

- |   |     |   |   |   |    |
|---|-----|---|---|---|----|
| a. You considered/developed how many <i>goals</i> you could take back to your club (circle one)             | 1   | 2 | 3 | 4 | 5  |
| b. Were any of the leadership skills mentioned in the morning applied to the afternoon work group activity? |     |   |   |   |    |
| 1. Planning   | YES |   |   |   | NO |
| 2. Organizing   | YES |   |   |   | NO |
| 3. Directing  | YES |   |   |   | NO |
| 4. Evaluating   | YES |   |   |   | NO |

Comments on this activity:

---

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**VII. Serra International and Foundation**

Information on this was informative/helpful

1 2 3 4 5

**VIII. USA Council and Region Status**

- |                                   |   |   |   |   |   |
|-----------------------------------|---|---|---|---|---|
| a. National Council was explained | 1 | 2 | 3 | 4 | 5 |
| b. Update on status of Region.    | 1 | 2 | 3 | 4 | 5 |

**IX. District Governor (Incoming)**

- |  |     |    |
|--|-----|----|
| a. The incoming district governor visited out workgroups?            | YES | NO |
| b. The DG's goals and plans were explained for next year?            | YES | NO |
| c. Club attendance at the international convention was stressed?     | YES | NO |
| d. Club attendance at the district/regional convention was stressed? | YES | NO |

Comments on this item:

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**X. Conference Evaluation**

This program consisted of eight parts. Please comment on how the parts did or did not complement each other.

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Would you like additional leadership skills covered in more detail at the next conference?      YES      NO

What suggestions do you have for future planning conference?

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**Participant Evaluation**

(Use this evaluation when Clubs Officers bring completed 15 Month Calendar to SLPC)

**Spring Leadership Planning Conference**

District: \_\_\_\_\_ Date: \_\_\_\_\_ Place: \_\_\_\_\_

***Please answer questions and rank presentations.***

- |  |                            |    |   |   |   |
|--|----------------------------|----|---|---|---|
| 1. Our Executive Committee and/or Board of Trustees have been planning for the 2013-2014 Serran Year BEFORE this meeting.                    | YES                        | NO |   |   |   |
| II. Information session  | <i>(1 = low, 5 = high)</i> |    |   |   |   |
| a. Quality of information on Serra International Board, Foundation, the USA Council, and Region.<br><i>i.e.</i> structure, conventions, etc. | 1                          | 2  | 3 | 4 | 5 |
| III. How Our Serra Clubs Can Help Diocesan Vocation Efforts  | 1                          | 2  | 3 | 4 | 5 |
| IV. Morning presentation on leadership and the committee process was informative and helpful   | 1                          | 2  | 3 | 4 | 5 |
| How?   |                            |    |   |   |   |

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| I understand the leadership/management skills of planning, organizing, directing and evaluating | 1 | 2 | 3 | 4 | 5 |
| Opportunities for group participation   | 1 | 2 | 3 | 4 | 5 |
| V. Morning workshops  |   |   |   |   |   |
| In which workshop did you participate?  |   |   |   |   |   |

- |  |     |    |   |   |   |
|--|-----|----|---|---|---|
| Material was useful for my work as an officer/trustee this year.                                     | 1   | 2  | 3 | 4 | 5 |
| There were time and encouragement for participant sharing  | 1   | 2  | 3 | 4 | 5 |
| V. During lunch  |     |    |   |   |   |
| Officers shared ideas from morning workshops   | YES | NO |   |   |   |
| Presidents and officers used the discussion questions to refine goals and plans for the year.        | YES | NO |   |   |   |
| Presidents and officers brought a completed planning calendar and refined club plans at this meeting | YES | NO |   |   |   |
| VII. Comments:   |     |    |   |   |   |

**Prior Planning Timetable**

**Spring Leadership Planning Conference**

1. **Initial Contact November and December**
  - a. Contact Speakers, Workshop Facilitators, Site Coordinator for Physical Facility
  - b. Draft the Agenda
  
2. **Confirm Contacts January**
  - a. Finalize Speakers and Workshop Facilitators
  - b. Finalize location and visit the facility
  
3. **Inform Club Presidents, Presidents Elect and Others January**
  - a. Advise Clubs of date and location
  - b. Advise speakers and workshop facilitators, send content and instructional materials
  - c. Provide agenda, obtain copies of handouts
  - d. Provide the USA Council Chicago Officer with the names of the current president to receive copies of officer manuals.
  
4. **Follow-up February/March**
  - a. Remind club presidents of dates and location of the SLPC for the club Newsletters
  - b. Obtain listing of new club officers and prepare mailing list for individual invitations.
  - c. Cover the importance of SLPC at the Incoming Club Presidents Seminar.
  - d. Remind workshop presenters and facilitators of the orientation for them during the registration period of the SLPC. This serves as a last reminder to them of their commitment and alerts you if you need to secure a replacement.
  - e. Ask each officer for RSVP for the Conference registration form and send them a copy of the agenda, directions, meal costs, etc.
  - f. Confirm with each Club President that they have downloaded and printed the Officer Manuals or ordered them from the Chicago USAC Office.



## **Section 9 - Club Leadership Development**

### **Incoming Club President's Seminar Objectives**

At the conclusion of this section, the Regional Director, District Governor or District Governor Elect should be able to:

1. Describe the qualities of a good Serra Club President.
2. Outline the attitudes and skills that will be fostered by the Incoming Presidents' Seminar.

### **End of Section Discussion Questions**

1. What are the qualities and skills of a good Serra Club President?
2. What attitudes can the Incoming Presidents' Seminar foster?
3. What skills can the Incoming Presidents' Seminar teach?
4. Describe how a well planned and well run Incoming Presidents' Seminar can be a model for a President's leadership in a Serra Club?

### **Spring Leadership Planning Conference Objectives**

At the conclusion of this section, the Regional Director, District Governor or District Governor Elect should be able to:

1. Plan and present the model SLPC for your District
2. Outline the attributes and skills that will be fostered during the SLPC
3. Explain the importance of every club using a 15 Month Planning Calendar that was prepared before and during the SLPC,

### **End of Section Discussion Questions**

1. Why is it necessary to use the recommended time-line for a good SLPC?
2. What skills and attributes should be emphasized at the SLPC?
3. How can the 15 Month Planning Calendar be used by the clubs?
4. What steps will you take to increase attendance at the SLPC?
5. How will you evaluate the success of the SLPC?
6. How will you use the information gained from this effort?
7. How will you identify Serrans to assist you with the SLPC?

**SECTION 10**

**FUNDING SERRA'S MISSION**

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## SECTION 10

### FUNDING SERRA'S MISSION

#### Part 1 - The USA Council

##### **I. Source and Use of Funds**

- A. The sources of income to the Council are:
1. Per Capita Dues
  2. Grant Income
  3. Merchandise Income
  4. Other Income
- B. The income received is used for the following purposes:
1. Personnel related costs
  2. General office expenses
  3. On-line and other publications
  4. Committee and Board expense
  5. Board and staff travel
  6. All other
- C. GAAP (Generally Accepted Accounting Practices) requires that all expenses reported on a functional basis. The Council reports the expenses on the following functional basis:
1. Membership Committee
  2. Communication Committee
  3. Program Committee
  4. Vocation Committee
  5. Standing Committees
  6. General Administration
- D. Serra International annual dues are \$47 per capita for full members in the United States. The USA Council dues are \$45.00 per capita dues for full members. Spousal members and members under 35 years of age pay one half of a full member's SI and USAC dues.
- E. USAC Grant Income includes income (grants) from the Serra International Foundation, as well as any grants from other sources.
- F. Merchandise Income is from the sale of manuals and other proprietary Serra materials.

- G. All Other Income includes fees paid by members attending various USAC sponsored activities, such as Super Weekends and District Governor training, and income from other sources, including gifts from members and non-members directly to the Council.
- H. USAC expenditures are approved by the Council Board or the Executive Committee when the Board is not in session, through the annual budgeting process, established policy, or specific approval of expenditures that is not provided for in the annual budget or established policy.
- I. Grants and gifts made to the Council for specific purposes or to a specific fund (e.g., the Bishop Britt Fund or the Leadership Development Fund) are “donor restricted funds” and can only be spent for the purposes specified by the donor. Gifts made the Council without restriction by the donor may be approved and expended for any of the legitimate purposes of Serra when and how the Board determines.

## **II. Serra Club Dues and Fees**

- A. The current Serra International and USA Council dues structure and procedures are as follows:
  - 1. Serra International dues are billed by SI and are payable by July 15<sup>th</sup> and January 15<sup>th</sup>.
  - 2. The fiscal year for the USA Council is June 1 to May 31. USAC invoices Serra clubs semi-annually approximately 30 days before the start and midpoint of the fiscal year. Dues are payable on June 1<sup>st</sup> and December 1<sup>st</sup>.
  - 3. The USA Council sends the per capita dues invoice to the Serra Club Treasurer. Each invoice will include a club roster of members of record in our database. In addition, the rosters include descriptive information on the club, current club officers, club meeting locations and times, club members’ names and addresses in alphabetical order with notations for Chaplain and if the member is a spouse.
  - 4. At each billing cycle, the USA Council asks each Serra club to review the club roster enclosed with the invoice to make the appropriate additions, changes, and deletions.

Serra clubs are encouraged to submit their new members’ applications and initiation fees, as well as changes and deletions to the club roster, throughout the year. However, if a club needs to add or delete members at the time of billing, please show these changes in writing on the invoice and adjust the invoice accordingly. Please include a copy of the corrected roster and the application of any new members with the Serra Club’s per capita dues payment.

The USA Council will make the required changes to the club’s records. A corrected invoice will be issued if requested.

5. The Serra International Bylaws require initiation fees for each individual new member. The initiation fee is 25% (currently \$11.75) of the Serra International dues, which are \$47.00.
  6. Serra International and the USA Council both provide a 50% discount on the dues for a full member's spouse. To take advantage of this discounted dues structure, both spouses must be active members of the Serra Club. Please note: should one of the members become inactive, the remaining spouse will be classified as a full member and the full, non-discounted dues amount will be required.
  7. The dues for members less than thirty-five years of age are 50% of a full member's dues. This program requires these new members to include their date of birth on their membership application. When the member becomes thirty-five, the member will be reclassified as a full member and the full, non-discounted dues amount will be required.
  8. Membership is limited to lay men, women, and permanent deacons. Because Serra exists to serve ordained priests and vowed religious, vowed religious men and women are not permitted to be members.
  9. Each Serra Club typically has a Chaplain appointed to the club by the diocesan bishop. A Chaplain may be a priest, deacon, religious man or woman. A Chaplain is not required to pay dues.
  10. Serra International Policy Manual states that there shall be no honorary memberships in Serra.
- B. Prompt payment of current and any unpaid dues is critical to the vitality and continued operation of both Serra International and the USA Council.

### **III Activities of Other National & International Organizations**

Many national and international non-profit organizations have long recognized the importance of financially supporting qualified members in their training for, and service in, leadership positions. These policies have increased the number and effectiveness of those leaders regardless of their personal financial resources. Quality of service was the standard, not the assets of the members. These organizations have reaped great benefits from these far sighted policies.

### **IV. Fund Raising in Serra**

- A. The Bylaws of Serra International (Article XIII) and Policy Manual provide for fund raising.

1. Serra International Bylaws, Article XIII, Fund Raising to Promote the Objectives and Purposes of Serra, states: While no Serra Club may devote itself to fund-raising as an objective, each Serra Club, at its discretion, may conduct activities to raise funds to assist it in promoting the objectives and purposes of Serra International. All income after expenses raised from such fund-raising activities shall be utilized solely for the purposes of furthering the objectives and purposes of Serra International as determined by the Board of Trustees of the Serra Club.
  2. Serra International Policy Manual, Clubs and Membership, provides that: A Serra Clubs may conduct activities to raise funds to assist it in promoting the objectives and purposes of Serra
- B. USA Council policy 4.1.7 states: Serra Clubs may raise funds to promote the objectives and purposes of the Council and Serra International.
- C. A study conducted in the fall of 2008 reported that over \$1.3 million was raised by the clubs in independent fund raising programs. Offsetting this income was slightly over \$900,000 in expenses for a net income of over \$400,000.

**V. Present Fund Raising in Serra.**

- A. Clubs: The club is the foundation of USA Council and Serra International. Clubs are where the real work of Serra is accomplished. All other levels of Serra must support the local clubs.
1. Clubs are responsible for implementing effective programs which contribute to the Serra mission within the parishes and Dioceses. These programs will also attract new members to implement our vocational and spiritual work while serving as a source of some revenue to help pay for these programs.
  2. Dues are the primary, often the only, source of funds for club activities. To expand club operations and effectiveness, clubs sometimes must increase the club revenues. They have two choices; a) increase dues or b) develop other sources of revenue from inside or outside of the club. Most non-profit organizations develop well organized fund raising activities to supplement dues revenue.
  3. Many USA Council clubs, and some District Councils, have been raising funds for years to help fund Serra programs. Clubs have sponsored such events as golf outings, garage sales, auctions, raffles, tour programs, bulletin advertising, Serra dinners, etc. Club dues often provide insufficient moneys to fund the expansion of local vocation, membership, and other programs. Fund raising programs can encourage and support vocation awareness and affirmation programs while increasing the visibility of Serra and its Mission.

4. Some individual clubs, multiple clubs, and Districts have created permanent funds to help meet their Serra goals on a more financially secure foundation. Clubs which continuously raise their dues, or solicit funds from only their members, often find that they are limiting their membership to a select, wealthy few. Serra in the United States must obtain membership and donations from the larger Catholic Community who are not now part of the Serra Movement.
5. If clubs will share information about successful fund raising activities with the Fund Development Committee, it can share this information.

## B. Districts and Regions

- A.1. Some districts and multiple districts conduct fund raising activities to support programs of local interest. USAC encourages some allocation from these funds to support their Governors and Region Directors.
  1. Districts provide hands-on assistance and management for the local clubs. The 14 Regions in the Council provide a two-way bridge between the Council Board and the District and clubs.
  2. USAC Policy recommends that all clubs provide financial assistance to their District Governors and Region Directors by **annual per capita club contributions of \$3.00 to the District Governor and \$2.00 to the Region Director**. With the clubs' financial support to the Governors and Directors, the expenses borne by these positions are spread throughout the District and Region. This enables more Serrans to accept these positions and serve the needs of Serra and the Church. USAC has benefitted from the larger pool of Serrans available to serve in these positions.

## C. The Council

- A.2. The Council has two continuing donor restricted funds (see page 3, paragraph I above for discussion of donor restricted gifts):
  - A.2.a. The Leadership Fund: *Purpose of the Fund*: Income from this fund is used for the general purposes of the Council and to provide funds for an operating cash reserve. *Disbursement of Funds*: Money from this fund may be used to help bridge cash shortages, but must be repaid within twelve calendar months.
  - b., The Bishop Britt Vocation Fund: *Purpose of the Fund*: Proceeds from this fund are used exclusively for the promotion of vocations in the United States and its possessions. Promotion of vocations for this fund is considered to mean vocation materials, education, training, including the development of vocation resources to enable US Serrans to implement vocation work in our country. *Disbursement of Funds*: The income from the invested funds and up to 25% of the corpus will be

available for use annually as described by the purpose of this fund and as approved by the Executive Committee.

A.3. The USA Council has established a Fund Development Committee under the Treasurer to investigate and develop other sources of revenue for the Council and to develop a fund raising manual to assist all levels of the USA Council to meet their financial needs. Fund raising activities are voluntary, but they will have a major impact of future operations of USAC clubs and units which participate. The Council's Fund Development Committee is charged with the following responsibilities:

A.3.a. Approach outside foundations for grants to improve and expand the USA Council operations.

A.3.b. Develop fund raising programs to obtain supplemental funds for the Council.

c. Develop USAC sponsored fund raising programs for voluntary use by other levels of the USA Council.

d. Participate in joint efforts with Serra International Foundation, Serra International and the USA Council in mutually beneficial fund raising activities. Because USA Council members are the principal source of revenue for the Foundation, a closer working relationship between Serra International and the Council benefits everyone.

e. Promote the St. Andrew Society Award that is given by the Committee to a club or individual who contributes \$1000 or more to the USA Council.

## **VI Accountability for Serra Funds**

A. It is important that all Serrans, but especially the leaders, know the source of operational dollars and how they are spent.

B. The respective Bylaws of Serra International (Article XII) and of the USA Council (Article IX) require an annual audit by a certified public accountant.

C. Financial reports for SI are found in the SI Delegate Handbook provided at the International Convention. USA Council reports can be found on the Council website, in the Annual USAC Report, and in the material provided at Super Weekends.

D. All levels of Serra with income and expenditures must complete financial reports. District and Club reports are a local responsibility, but should be made available to District Council and club members respectively. Open and complete reporting is the standard.

E. To maintain their non-profit, tax status, all Serra Clubs within the USA must file an annual IRS 990 or 990EZ report. The Council will complete and file the report on behalf of clubs if they provide the needed financial information to USAC. (See Section 11 of



this Manual for more information on this service.)

F. Club and district financial records should be audited annually by two impartial third parties (e.g., club members without authority to sign checks), and whenever there is a change in the club or district treasurer.

## **VII. The Roles of the District Governor and Region Director**

### **A. General responsibilities:**

1. Know the structure, know the goals of USAC and current programs designed to reach these goals.
2. Communicate this information to those whom you are charged to assist and manage.
3. Encourage their participation in fund raising activities which can assist in the expansion of their programs.
4. Through your Region Director keep the Council Board and the Fund Development Committee informed of the status of fund raising initiatives.

### **B. District Governors:**

1. These men and women are the positive voices to explain revenue raising facts and opportunities, such as:
  - a. WHY Serra and our church will benefit by our moving beyond the limits of our membership in revenue producing activities.
  - b. WHAT is to be gained and by WHOM. A review of the information in this section will give you most of the general information you need. Published information on current programs will give you the specifics of activities available to the various levels of the USA Council.
  - c. HOW fund-raising has many benefits in addition to the revenue: more awareness of Serra International and our vocation ministry; potential for increased membership; better acceptance by the local Bishop and parish priests; increased camaraderie among Serra members, etc.
  - d. WHEN the various revenue producing events, from the local clubs to the National Council are being offered / scheduled.
2. Coordinate with District and Region Convention Chairs to arrange for a display table with information on current and future fund raising activities. Provide opportunity for brief presentation on fund raising and its benefits during the convention.
3. Keep your constituency informed. Include positive comments on fund raising in your newsletters, club visits, etc. Keep the level of awareness high!

4. Encourage clubs to participate in fund raising activities which benefit the various levels of the Council.

C Region Directors:

1. Many of the Governors' tasks also relate to the Directors who will encourage, inform, facilitate, report results, etc.
2. Make fund raising a regular item when you visit, write or call your Governors. Include comments on this initiative in your Governor Visit reports and records.
3. Work with the Chairs of the Region Convention to:
  - a. Arrange time for a short presentation to explain this initiative, its programs and benefits.
  - b. Coordinate the availability of a manned display table at Region Conventions to publicize the current and upcoming fund raising programs. Assist Governor in having a display table at the District Fall Conventions. Know when District Fall Conventions are held to assure that this topic is kept on the agenda through speakers or display tables.
  - c. Encourage participation in this initiative by working with and through your Governors.
  - d. Publicize and encourage participation in these programs in your newsletter and at every other opportunity presented within your Region. Be a positive voice for this initiative.

## **Part 2 - Serra International Foundation**

### **I Purpose of the Foundation**

The primary purpose of the Serra International Foundation is to raise funds to:

- A. Assist Serra International in the fulfillment of its objectives.
- B. Provide financial aid toward fostering vocations and the education of seminarians for the ministerial priesthood and men and women to the vowed religious life.
- C. Provide financial aid for the purpose of assisting Councils and the hierarchy of the Roman Catholic Church in the propagation of the faith.

### **II The Role of USA Serrans**

- A. The USA Council is the largest of the National Councils in Serra International, and represents over 65% of the membership. USA Serrans have provided approximately 80% of the dues revenue to Serra International.
- B. Historically, USA Serrans have provided most of the contributions to the International Foundation.
- C. All of the Named Endowments are the result of contributions from US Serrans.

### **III Grants**

- A. Foundation Bylaws (Article V. Section 4) Grants states: The distribution of the total funds available for grants in the following fiscal year, determined as provided in Section 3 of this Article V, shall be authorized by the Board of Trustees of this Corporation for grants which conform with the object and purposes of this Corporation, to such organizations as the Board of Trustees of the Corporation determines, after review by and advice from the Serra International Board of Trustees. Disbursement of such grants shall be by the Treasurer of the Serra International Foundation.
- B. Grants for various committee projects are submitted to the Foundation in October of each year.
- C. The USA Council has, in the past, applied for, and received, grants. In addition, the Foundation has provided grant funds to the USCCB to fund the vocation strategy, Future Full of Hope and the North American Vocation Congress.

### **IV Source of Foundation Income:**

- A. **Annual appeal.** An annual appeal is held each Fall. This appeal is the principal fund raising event conducted by the Foundation. In order for this appeal to be successful, it

must be supported actively by all Serrans. The following are steps that will help in conducting a successful Fall appeal:

1. Ensure that each club in the district elects or appoints a Foundation Club Representative.
2. Set an example by having the district governor and governor-elect make their gifts first.
3. Motivate every club president and club representative to make a Century Club (\$100 to \$149) gift to the Foundation.
4. Challenge your own club to receive an award from the Foundation. The categories are:
  - a) Banner Club (\$1,000 to \$1,999)
  - b) Mission Club (\$2,000 to \$2,999)
  - c) Padre Club (\$3,000 to \$4,999)
  - d) Carmel Banner Club (\$5,000 to \$9,999)
  - e) Majorca Banner Club (\$10,000 and up.)
5. Accept the personal challenge of increasing by at least one, the number of clubs in your district that give at these recognition levels. Each recognition club will receive a beautiful banner from the Foundation. This is best accomplished by encouraging new donors and asking current donors to increase their support.
6. A new award has been created the Siempre Adelante Award. This award will be given out each year at the International Convention to the club that raised the most funds for the Foundation. While the trophy will remain at the Serra International Foundation Chicago Office, the winning club will get a smaller version to keep permanently.
7. When making your club visits, be sure to promote the Annual Appeal.

**B. Memorials** constitute an important source of revenue to the Foundation. The Serra International Episcopal Advisor will remember the named person at his mass. Memorial envelopes and cards can be obtained by contacting the Serra International Foundation office.

Identify the proper club officer (President, Treasurer or Foundation Representative) in each club for distributing Foundation memorial cards. Memorial gifts are credited to the Club's overall Foundation contributions and applied to one of the banners in the Annual Appeal.

**C. Named Endowments.** A \$20,000 endowment gift will establish such a fund. Only the income from the endowment can be used and only for the purpose specified. Identify and inform the Foundation of at least five individuals in your district capable of establishing a named endowment fund with the Foundation. It can be named after the Serran or anyone he or she wishes.

**D. Planned Giving.** Over the past several years the Foundation has been the beneficiary of bequests made to it from estates of Serrans and non-Serrans.

1. Identify and inform the Foundation office of those Serrans in your district that are

professionals in the estate-planning field, attorneys, accountants, insurance agents or financial consultants.

2. Assist the Foundation in presenting an estate planning seminar in your area.
3. Review your own estate plan and include Serra, both locally, nationally and internationally, in your plan.

E. **Restricted Gifts.** All gifts to the annual appeal, memorials, named endowments and gifts through planned giving may be restricted to a specific recipient with Serra International. If a gift of any sort is restricted to the USA Council, please inform the Council's Chicago Office so that they can follow up with the Foundation to make sure the donor's wishes are honored.

F. **Investment Income.** The corpus of the Foundation is maintained in low risk income producing instruments. In the past this has provided the bulk of the Foundation's income.

#### V. **District Governor Involvement.**

The District Governor is a vital part of the fund raising effort throughout the year. His or her duties include:

- A. Incoming Club President Seminar - February/April. Ask the incoming club presidents to review the club's past Foundation funding efforts and designate a competent Serran to be the Club's Foundation Representative for the coming year.
- B. Spring Leadership Planning Conference (SLPC) - April/May. Invite each club's Foundation representative to attend a workshop for these representatives.
- C. Fall convention:
  1. Contact the Serra International Foundation office and invite them to make a presentation to the entire assembly to promote the Annual Appeal.
  2. Reserve a booth and encourage local club Foundation representatives to use the booth.
  3. Schedule a workshop for endowment and planned giving

## **Section 10 - Funding Serra's Mission**

### **Objectives**

At the conclusion of this section, the Region Director, District Governor or District Governor Elect should be able to:

1. Identify the source of the USA Council's income.
2. Explain how the income received is spent.
3. The importance of the USA Council's Board and Donor Restricted Grants.
4. The Role of the Serra International Foundation.

### **End of Section Discussion Questions**

1. How are the Per Capita Dues allocated between Serra International and the USA Council?
2. Why are sources of income other than Per Capita Dues and Serra International Foundation Grants needed?
3. Is there any rule preventing fund raising in Serra?

## SECTION 11

### REPORTS

#### I. **Preface:**

Administration and program information are needed from the Clubs, Officers, District Governors and Regional Directors to fulfill the National Council's legal duties and our responsibilities to report to Serra International. This section contains instructions and reports for the following users:

- a. Clubs
- b. District Governors
- c. Regional Directors
- d. USA Council Board

#### II. **Forms:**

Where possible, formal reporting forms have been minimized, narrative reports have been substituted which may be mailed, faxed or emailed to the proper recipients.

#### III. **Club Reports:**

- A. **Report of Incoming Officers.** This report should be submitted as soon as the incoming Officers are elected. Because of the Spring Leadership Planning Conference (SLPC) the Incoming Officers should be identified as early as possible but no later than January or February. 11-C-1 should be completed and mailed to the Council's Office or faxed to 888-777-6803. You can also complete this form on line at [http://www.serraus.org/resources/forms/incoming\\_clubofficers\\_revapr11.pdf](http://www.serraus.org/resources/forms/incoming_clubofficers_revapr11.pdf)
- B. **President's Report.** The District Governors, through the Regional Directors are required to report twice a year at the USA Council's semi-annual Board Meetings. Each Director makes a short summary report on the activities and health of the clubs in his or her Districts and Region. To accomplish this, each Club President submits a short narrative to the District Governor covering the activities and accomplishments reported by the Vice Presidents of Vocations, Membership, Communications and Programs. One report should be submitted by fax or email by November 30 and the other by May 10.
- C. **Club 990 Report.** All clubs are required to submit a 990 or 990EZ each year on or before October 15 to the IRS. The Council will complete these reports for the clubs if the club submits the information to the Council on or before September 1 of each year. Failure to submit the requested data will result in the IRS revoking the clubs not for profit status. This means that any contributions to the club are not tax deductible and the club will be required to file a tax return and pay the applicable taxes. If the club chooses to have the Council complete the 990EZ it should complete the following form

*Revised: April 15, 2015*

#### **IV. Governors Reports**

- A. **Nominating Report for the District Governor.** The District Council should establish the due date for nominations for the District Governor for the clubs in the District. The USA Council has suggested guidelines for electing a District Governor in Policy 3.1.15. This policy requires that the District notify the Chicago Office of the USA Council by no later than November 15 of each year of the name of the elected District Governor.
- B. **Governor's SLPC Conference Report.** Report form 11-G-1 should be completed immediately following the SLPC. Item seven of this report requests a summary of the Participant's Evaluations of the SLPC. The report and summary should be submitted to the Regional Director and the Council's Chicago Office as soon as possible following the SLPC but no later than May 15.
- C. **Governor's Reports to the Regional Director.** The Governor should summarize the semi-annual reports received from Club Presidents and submit the consolidated report by December 5 and May 20 to the Regional Director. In addition to reporting on the activities and health of the clubs in the District, the District Governor should report on any clubs in formation and any potential for forming clubs in the District.
- D. **Governor's Club Visit Report.** Report 11-G-2 may be used to summarize the results of the Governor's club visit. The purpose of this report is to report the activities and health of the club. Alternatively, the Governor may wish to submit a narrative report by email or fax the report on the club visit. This narrative report should cover, as a minimum, the items contained on Report 11-G-2.

#### **V. Regional Director Reports**

- A. **Nominating Report for the Regional Director.** The USA Council has established guidelines for electing a Regional Director in Policy 2.2. This policy establishes the time line for nomination and election of the Regional Director.
- B. **Regional Director's Reports to the Regional Liaison** The Regional Director should summarize the semi-annual reports received from the District Governors and submit these reports by December 10 and May 30 to the Regional Liaison. In addition to reporting on the activities and health of the clubs in the Region, the Regional Director should report on any clubs in formation and any potential for forming clubs in the Region. A copy of semi-annual reports should be submitted to the Council's Executive Director.

- VI. **District/Regional Convention Report.** Report form 11-D-1 is a report that should be completed as soon as possible following a District or Regional Convention. A copy of



this report should be sent to the Chairman of the USA Council's Meetings and Conventions Committee, the District Governor, Regional Director and Chairman of the next District or Regional Convention.

- VII. Timing.** Please note the due dates on some of these report may be changed based on the dates scheduled for the semi-annual Board Meetings. The timing for all of these reports will be posted on the USA Council website [www.serraus.org](http://www.serraus.org).
- VIII. USA Council Award and District/Regional Report Forms.** USA Council award reporting forms are available on our website [www.serraus.org](http://www.serraus.org) or can be found in the Awards Booklet published by the Membership Committee.

Awards may also be presented at the Regional/District Conventions. These convention award report formats are contained in the USA Council Conventions Manual that can be downloaded from our website or requested from our Chicago Office.

- IX. USA Council Membership Forms.** The current versions of the following membership forms are available on our website, or in the Officer and Membership Manuals:
- USA Council New member Form
  - USA Council Membership Record Update and Transfer Form
  - USA Council Serra Club Exit Survey Form
  - USA Council Club-in-Formation Progress Report Form.

All of the forms published by the Council can be found at [http://www.serraus.org/serrausa/serra\\_manuals.htm#forms](http://www.serraus.org/serrausa/serra_manuals.htm#forms)