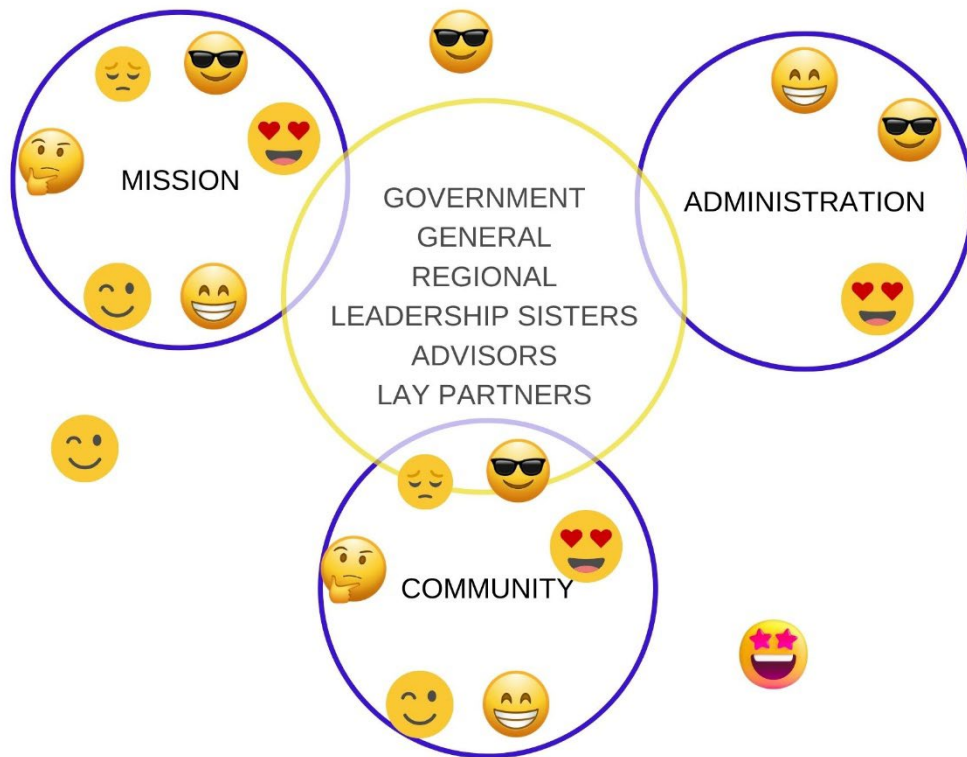


Building the leadership we love – Brazil  
Leadership Model Proposals  
Chapter Meeting – January 10 and 11, 2025

**Group 1**



1. Aldenir Mota Ribeiro – Facilitadora
2. Oneida das G. Resende – Secretária
3. Solange Helena de Oliveira
4. Valdete Patrocínio
5. Jeronima Rodrigues Lopes

- ✓ We unite for the common cause, THE GOSPEL.
- ✓ Self-management always begins with clear rules defined by the group.
- ✓ All Sisters are part of the group, no one will be excluded.
- ✓ We suggest three thematic groups: Administration, Mission, Community.

- ✓ The thematic groups need to have a limited number of members (not everyone can participate in the Mission group, for example). Each sister should choose the group that best aligns with her skills. All must participate in one group. The role of the members is to work together.
- ✓ Each element of community life is organized into these groups.
- ✓ Each group must have one councilor. Councilors are elected by the whole group every 4 years.
- ✓ To be elected, a candidate must have relevant skills and a work plan; the group presents suggestions for this plan.
- ✓ All the sisters of the congregation must vote for councilors, in the thematic group and in their regions:
  - ✓ South Region - Brazil
  - ✓ North Region - USA, Jamaica, and Bolivia.
- ✓ A member's responsibilities include:
  - ✓ participation in regular meetings with the group and the General Government
  - ✓ contributing to the regular tasks and activities within the group
  - ✓ being accountable
  - ✓ participating in decision-making processes within the group
  - ✓ caring for the members.
- ✓ As a General Government, the councilors will meet regularly to share the development of their groups. We suggest four times in person, and further times using the available communication tools.
- ✓ The Administration and Mission Groups must elect a layperson who will be an integral part of the group, including the General Government. That layperson is the link between the congregation and the world, and will help by confronting the values of Religious Life with those that are socially predominant. This is necessary for the defense of our mission.
- ✓ The General Government would be constituted as follows:
  - ✓ Regional Leadership: North and South
  - ✓ Minister and vice-minister: councilors from the three groups and the laypersons from the two groups.

## Group 2

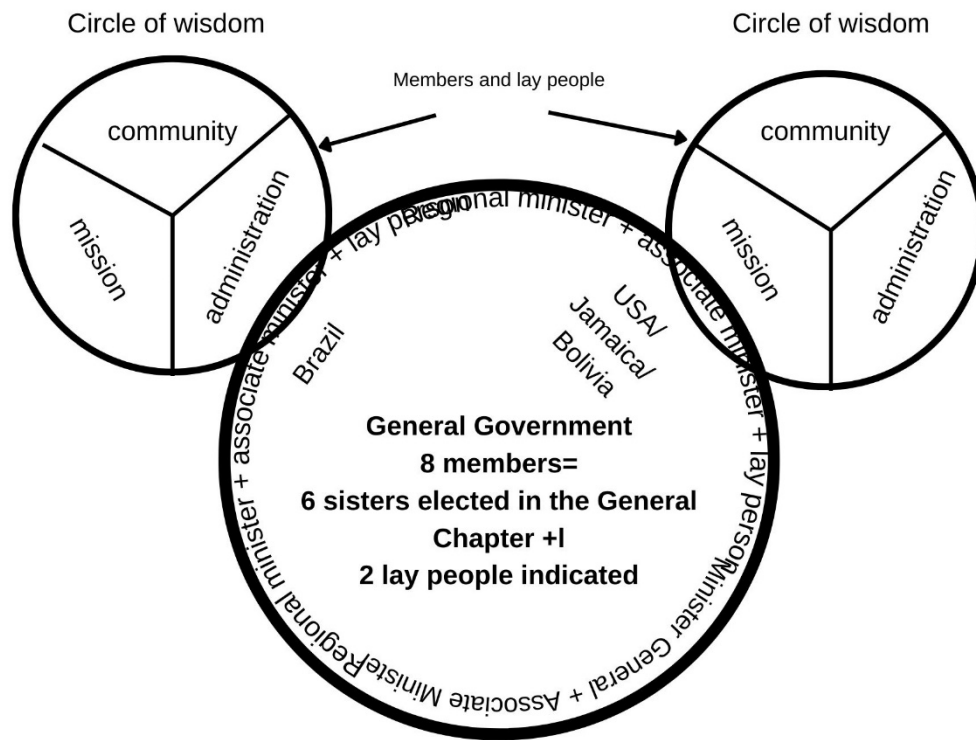


Sister M<sup>a</sup> Abadia - Facilitator  
Sister Geane Araújo - Secretary  
Sister Ana Bernadete  
Sister Thê de Jesus Santos  
Sister Patricia Reid  
Sister Melissa Scholl

- ✓ Our leadership model is designed in a Synodal Congregation as Pope Francis asks us to do, so it is in the form of a circle and this circle never closes. The arrows in the circle indicate that we will always be passing through all the areas that are outside the circle.
- ✓ In the center of the circle is our great mission, which is to be Franciscans of Allegany, and the intention is also to decentralize leadership, as has always been done, with leaders at the center throughout their lives.

- ✓ As you can see in the drawing, the General Leadership will work together with the other corresponding areas, and it will be up to each region to decide what their priorities are.
- ✓ As a group, we do not think about the number of members; we are not attached to this issue. The only certainty we have is that we will need a very large number of lay people and associates to help us and share in this Franciscan mission.
- ✓ And here the question may arise where the lay people and associates would help?
- ✓ As part of the general leadership, in our ministries, in our Finances/Assets, in the area of health (in view of the reality of the age group of our congregation) and in other areas where needs arise.

### Group 3



- Sister Ana Cristina Vieira
- Sister Dayanne Rodrigues Santana
- Sister Eloenia Soares da Mota
- Sister Terezinha de Jesus Oliveira
- Sister Maria do Socorro Rabelo

The General Chapter elects the Expanded General Government:

6 sisters

And appoints 2 lay people.

There will be no more counselors.

Creation of the United States Regional Government. Therefore, there will be two Regionals, one in Brazil and one in the United States.

The Expanded Government is composed of the General and Associate Minister and the Ministers and Associates of the Regionals.

Each Regional appoints a lay person to make up the team - Regional of Brazil and United States.

Why the regionals?

The Regional takes care of the Religious and Civil Administration, in addition to the specific needs of each Country.

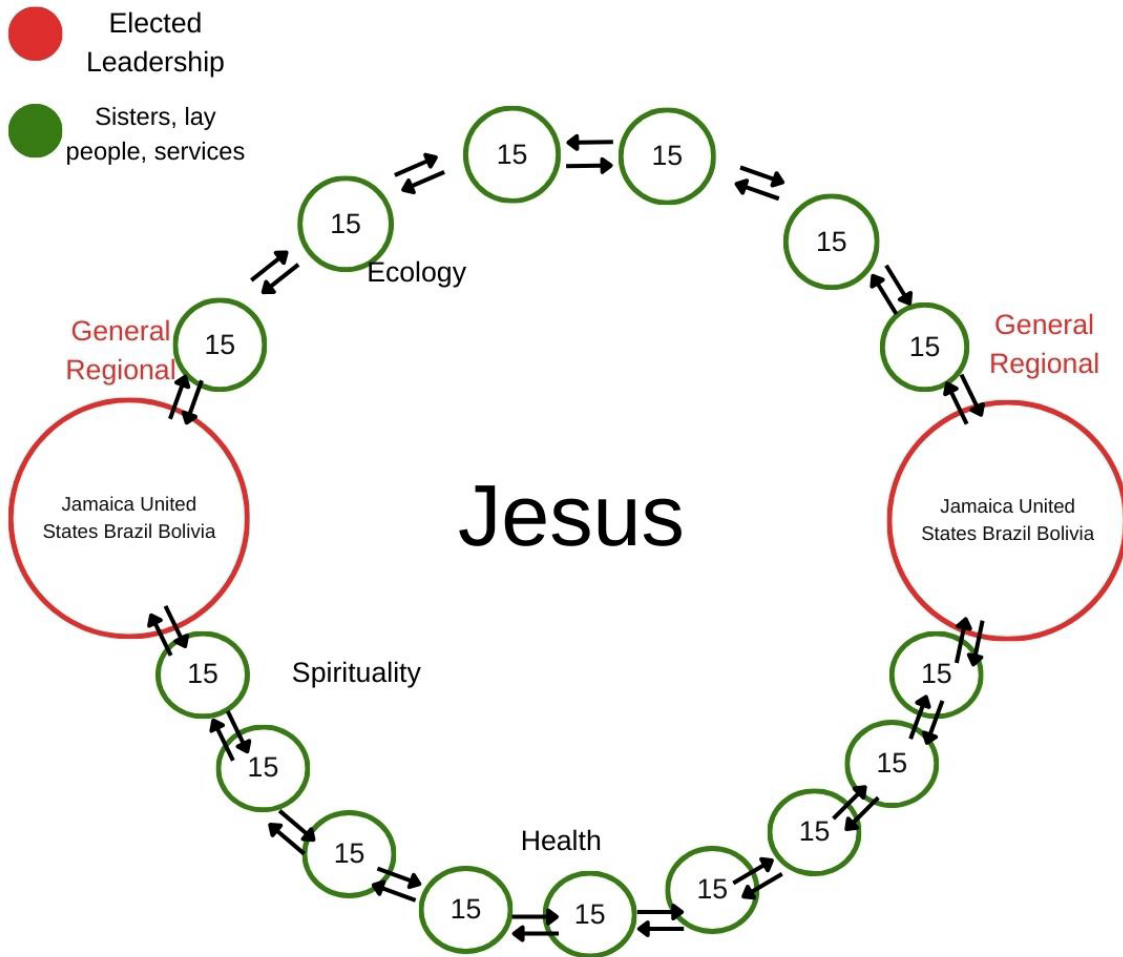
Why the lay people?

The laity represent each nation, aiming at the integration of the people of God among us with the real world, helping in the Administration and motivation.

Creation of Circles of Wisdom

Each Region will have specific circles (COMMUNITY, ADMINISTRATION, MISSION). These circles will be composed of members and laypeople, with a coordinating sister acting as the Link with the Expanded Government.

# Group 4



1. Goianira Silva – Facilitadora
2. Cleise de Sousa Canté – Secretária
3. Edith Pereira de Oliveira
4. Iolanda Maria Borges
5. Eurípedes Irias dos Santos

We would have two regional offices.

1. The United States, Jamaica and Bolivia would be one Regional office
2. Brazil would continue as a Regional office.

Each regional office would have one minister and one associate minister.

The general leadership would be composed of one general minister, along with the regional ministers and their associate ministers. Each regional office would elect two sisters as counselors and one or two lay people appointed by the region.

So it would be:

One general minister, one regional minister and one associate minister in each regional office, along with one or two lay people appointed.

I think that this way the general minister would take care of the pastoring of the regions and would know each mission where the entire congregation is located. And the regional offices would take care of the bureaucracy of their own countries, such as religious and civil matters, etc.

The elected sisters would not need to leave their countries to live in another.

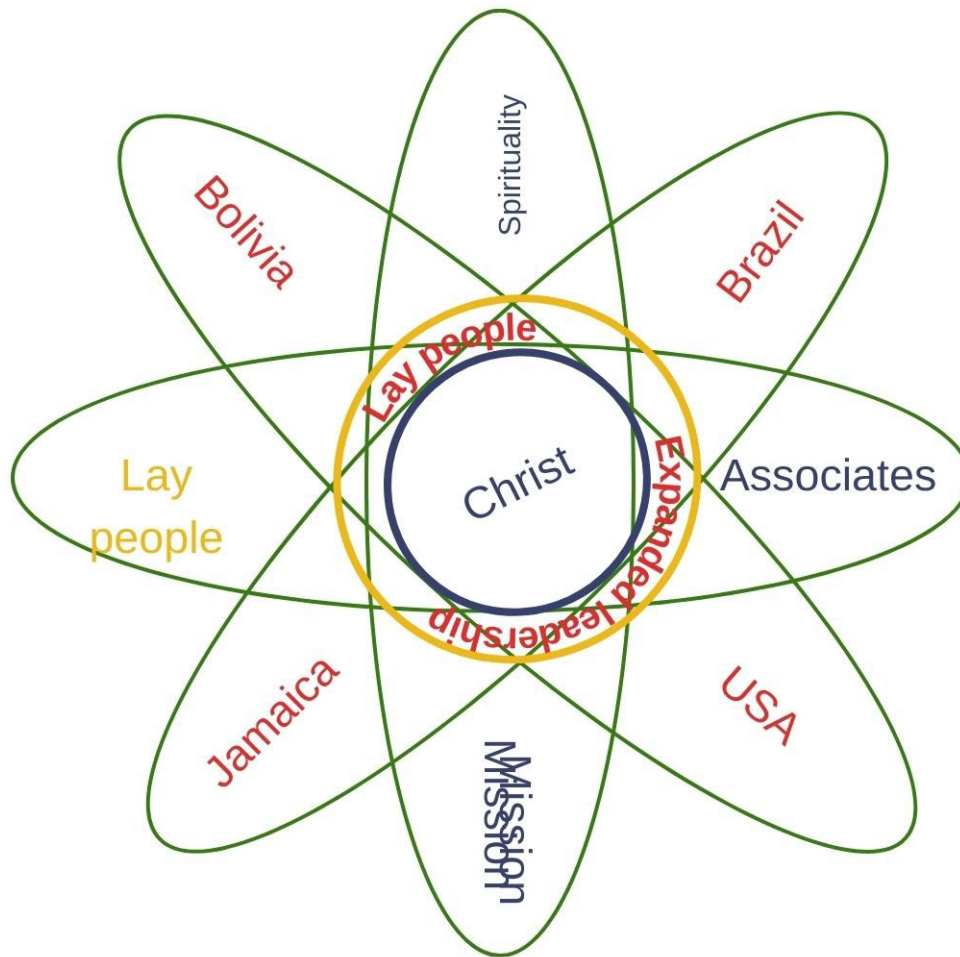
For example:

If the sister who is elected general is from the United States, Jamaica or Brazil, she would continue to live in the country where she was born. However, she would travel extensively to get to know all the missions during her term.

The General Minister, together with the regional ministers, would make decisions together, always keeping the entire congregation informed of what was happening. This would also be the case with the missions.

It would be a two-way street in communication and decision-making.

## Group 5



1. M<sup>a</sup> Isabel Pereira – Facilitator
2. Liliane Araújo Costa – Secretary
3. M<sup>a</sup> Ângela Ferreira
4. Stella Sabina Cunha
5. M<sup>a</sup> Antônia da M. Ribeiro
6. M<sup>a</sup> da Paz de Jesus

### Governance Model:

An Expanded Leadership for the entire Congregation, with the Regions being autonomous, with Sisters, lay people and Associates from all countries being part of it.

The Sisters of the Expanded Leadership will be elected, and the lay people who will be part of the Leadership will be invited by the elected Leadership.

A meeting every three months. Regular visits to the Regions by the expanded Leadership.

A General Chapter and Assemblies in the Regions.



# Group 6

## Regional Discussion Teams

- It will be composed of: Sisters who wish to participate according to their possibilities and capabilities and lay people.
- They will have the role of analyzing, studying, proposing actions according to the theme, needs and priorities defined by the Region and the congregational teams.



## Congregational Discussion Teams

- It will be composed of: Sisters and lay people from the Regional teams.
- They will be responsible for analyzing, studying and proposing actions in accordance with the theme, needs and defined priorities.

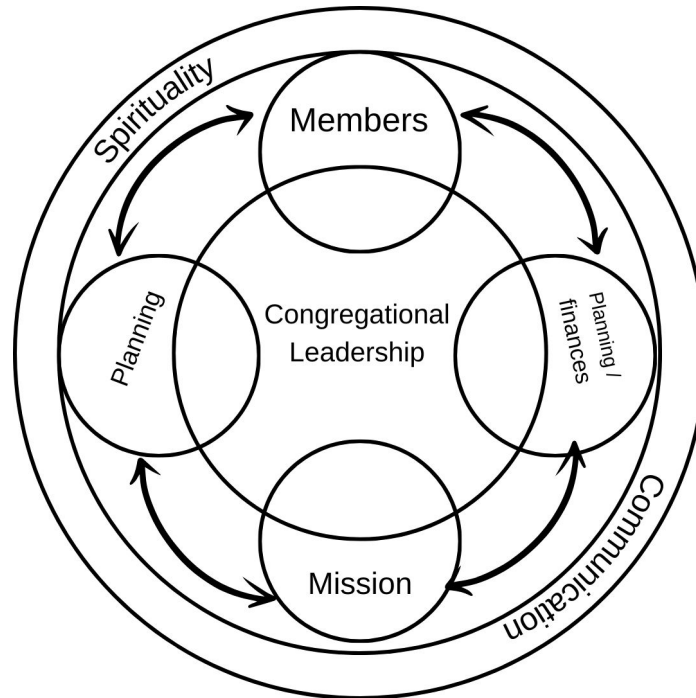


### Grupo 6 - Jaboticaba

1. Lilian Cristina Pinheiro - Facilitadora
2. Rosimeire Dias Noleto - Secretaria
3. M<sup>a</sup> do Socorro Santos Rosal
4. M<sup>a</sup> Isa Batista
5. Mariana Barbosa de Souza
6. Neides de Lourdes Aparecida Cabral

**\*in this structure the US and Jamaica would have their regional leadership and structures and would work according to their needs and define their priorities**

## Group 7



1. Marinêz A. da Silva – Facilitator
2. M<sup>a</sup> José Monteiro – Secretary
3. M<sup>a</sup> Guiomar de S. Oliveira
4. Paula Maria Pereira
5. Jaiane Cerqueira dos Santos

### GOVERNANCE MODEL

1. The Governance model is represented by circles.
2. The central circle involves the general government
3. The other circles that accompany or are linked to the central circle are also part of the government. They are the articulators of the service areas. Each one has its representations.
4. The suggestions for names in the circles linked to the general circle can be changed (service area circles).
5. Spirituality and Communication are part of the larger circle; with the aim of saying that spirituality and communication permeate all the time, not only the Governance circle but also all the service area circles.
6. The number of members of the Governance circle is 08.
7. The number of circles in the service areas includes 3 sisters in each one and 03 more lay members, suggested and with the approval of the general government.

## Group 8



Note: We dream of a Circular, inclusive, collaborative, open, participatory Leadership that has Christ and His Mission at its Center.

1. M<sup>a</sup> Helena dos Santos - Facilitadora
2. Aparecida M<sup>a</sup> Guimaraes - Secretária
3. Valdeci Ribeiro da Silva
4. Edir de Freitas Pereira

We think of leadership as being seated at the table, interacting with all the sisters and partners, partners and other congregations on the path we dream of together = we are all leaders in our little or a lot, large or small communities.

Creating spaces for sharing, hope, spirituality, faith in the experience of a society that wants to Live Well

## Jamaica – Groups 1 and 2

### Group 1

**Facilitator:** Odette Haddad

Scribe: Sr. Rose Chang

**Members:**

Helen Rose Yee Sang

Marita Lee

Celia Cools-Lartigue

Chris Tenn

### Group 2

**Facilitator:** Gwen Melhado

Scribe: Hannah Hagarty

**Members:**

Trinita Solnek

Teresita DeSpiza

Grace Yap

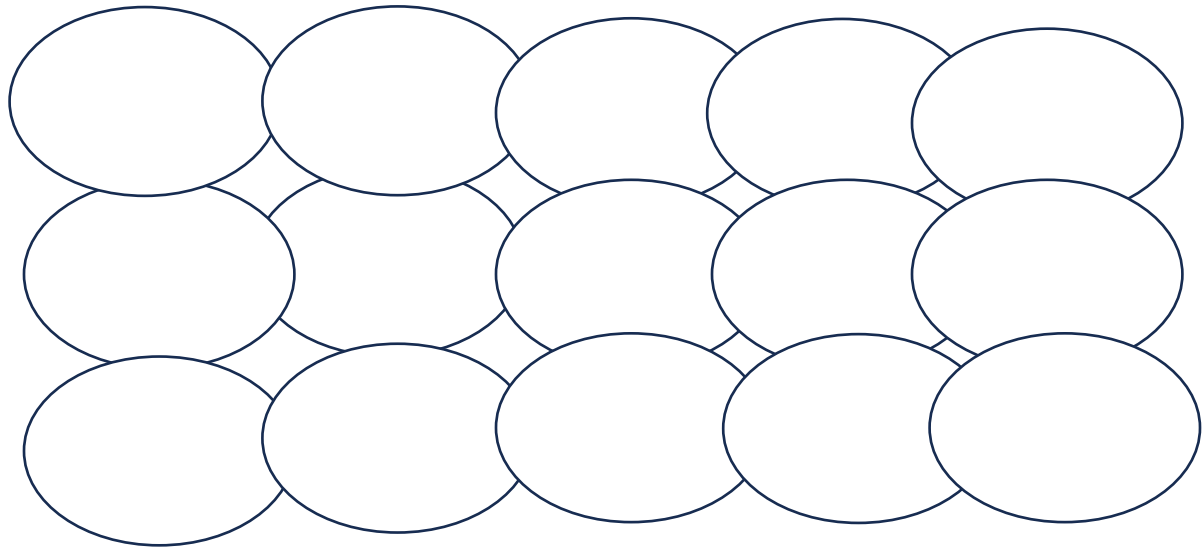
Colleen Chen

We came up with three different possible forms this could take. Key elements we would like to see brought forward are as follows:

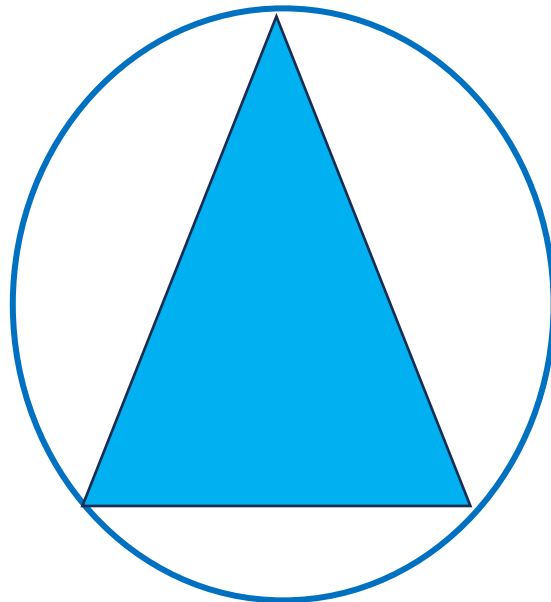
- Forget old time leadership model
- Focus on building community according to Gospel values
- All of us involved in a process of community relationship
- Everyone at the table is equal
- Every Sister is involved in a circle and each circle choses a leader from time to time to meet with other chosen members from other circles (Justice, spirituality etc)
- Lay people will be included in circles and partnership
- There needs to be EQUAL representation from all countries and cultures, and to be mindful of lay people
- We desire a more united spirit focusing on nurturing and strengthening relationships in the spirit of mutuality and collaboration.
- A star mode is inclusive of elected leadership life and mission, finance and properties, spirituality and an Administrative group of lay people
  - The roles and responsibilities would be outlined
  - Groups would intersect. Autonomy would be involved to certain levels
  - Meetings and reporting, etc.

### Wonderings, Questions to Pose:

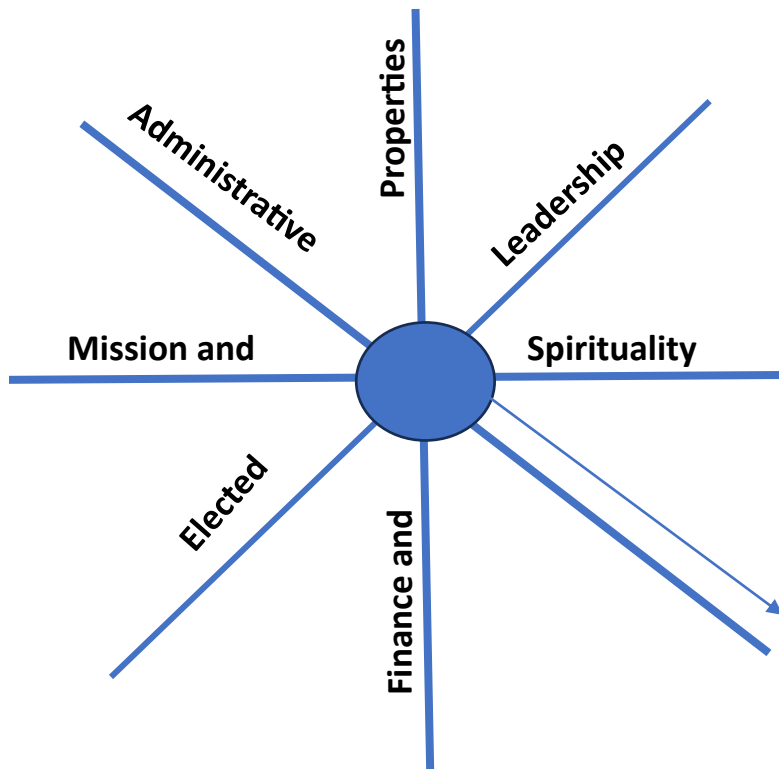
1. Is it the leadership model that needs fixing? Or is it relationships that need to be mended?



**Model #1**



**Model #2**



**Model # 3**

**A line path for leadership to operate**

(lines are used to signify openness and on-going...) (Circle indicates God-centered)

**Paths**

1. Mission and Spirituality – to include Sisters and lay partners as needed
2. Finance and Properties – to include Sisters and lay partners as needed.
3. Elected Leadership – vowed members
4. Administrative (lay people) - lay partners and mostly lay partners with expertise etc. who are professionals and to a lesser extent some Sisters

## **NB**

- Each path in which Sisters and lay members are partners in mission would be developed and outlined.
- All paths would intersect at different times for different purposes such as meetings to encourage united collaboration, inclusion and networking based on work to be done.
- Each path would have autonomy to function and make decisions up to a certain level to be determined.
- Congregational leadership would be the “go between” and among all paths while the sisters would join more than one path based on availability, interest and capability.
- Schedules for meetings would be developed and put in place for smooth operations and other events.
- The functions of all leadership groups would be developed, implemented and maintained based on the needs of the Congregation with a view to change things when they become necessary.

**Group #1:** Avril Chin Fatt, facilitator; Liz Schumacher, scribe,

Submission in follow-up to “Desire Changes in Our Emerging Future” discussion.

Group #1 has culled its ideas from #8, #9 & #10 and propose the following for consideration noting from the outset that: **COMMUNICATION IS KEY.**

1. That there be an administration group separate from leadership that handles all administrative tasks (financial, corporate, properties with updates to leadership and the congregation). It reports to leadership. Qualified lay people (and sisters who wish to) make up this administration group. (The point is to off- load administrative type work from the responsibility of leadership).
2. That there be local groups that form to address our life, mission and Franciscan spiritual development as well as discuss what leadership may want the local groups to address. It will also address outreach to others --- locally, geographically and worldwide to respond to humanity’s needs. These local groups would have a budget to ensure that mission is carried out (for speakers, retreats, etc., for example). Mutual responsibility and accountability is an objective here. The title of these local groups can be determined whether they are called wisdom groups or whatever. We suggest 1 Florida group; other groups can determine what members are included in their respective groups.
3. The next level above that would be a group --- a name could be chosen, such as advisory group or the “Kitchen Cabinet” group. This group would be formed from one member of each local “wisdom” group being selected for it. This group would provide feedback, share problems, leadership communication and communicate with other groups. It would possibly meet every other month via zoom.
4. There would be “interest groups” groups sisters are interested in joining that would meet via zoom. It would include associates and partners in ministry. Each interest group would have a member on the “Kitchen Cabinet”. An example would be a “climate change group’.



5. There would be a group tasked with focusing on our aged sisters, meeting with them, ensuring their welfare; and ensuring that they are included and have a voice in their care and in the congregation. A member of this group would be a member of the “Kitchen Cabinet”.

6. There would be a new official Board of Directors. The Board would include: leadership, a CFO and professional laity. The administrative group would liaison with the Board.

7. Areas of each group’s areas of responsibility can be further developed.

8. An important aspect is that although the advisory/Kitchen Cabinet group would be in communication with leadership, it does not negate the importance of communication between leadership and the sisters, because, in effect, all sisters are in essence a part of leadership.

US/Bolivia Group 2

Facilitator: Dolores O'Brien

Scribe: Pat Shirley

As our group reflected on the present, the past and the hope filled future for the leadership model of our Congregation we felt we needed to acknowledge the importance of gatherings of our Sisters in the life of the Congregation. Our recent experience of clusters being gatherings of prayer, opportunities to share insights and articulating the needs we see in our community life has been positive. We have drawn closer as Sisters and "Companions on the Journey", respecting the diverse views in the group, but appreciating the goodness and beauty of the women who walk with us. We also reflected on past structures that allowed us to gather around our "Passions", en fleshing Chapter Mandates, Social Justice issues, the environment, the Associate Program, etc. We would like to see a model that encompasses both opportunities. We would like to see elected Leadership be both member and resource in these groups creating mutual relationships. A calendar that would call us to gather would help us to plan and help us to remain committed to this work. Each and every voice would be involved in shaping our community life, our Mission and our Ministry.

Incorporated in our time together would be a Synodal process (see attached article). Clear communication from leadership would be essential. Separating the administration of the Community from Ministry and the Congregational needs of the Sisters would be important, allowing elected leadership time to concentrate on these areas. Empowering our lay brothers and sisters to assume more responsibility for Administration would be important. How many groups-national or international, local or Congregational, the development of "touch points" would be the work of the first year after Chapter.

Link to brief overview of Synodal Process

<https://www.loyolapress.com/catholic-resources/scripture-and-tradition/church-leadership/the-synodal-process/>

### **US/Bolivia GROUP #3**

Facilitator, Margaret Foley – Scribe, Jo Streva

We spoke generally about Desired Changes 1, 2, 3, 4, 5, and 8 as our preferences.

#### **1 - Wisdom Circle – LEADERSHIP WITHOUT WALLS**

Local – strengthen accountability among cluster groups, local area sisters; create Chat Groups to touch base frequently, encourage mutual wellness contacts and practices, assess medical needs  
Regional – invite members to assume service on boards, collaborate with elected leaders to plan Congregational gatherings and other events, network with other religious communities as to shared needs  
Congregational / Intercultural – offer Town Hall meetings on Zoom with all members; encourage one another to communicate with sisters in different countries and attempt to learn other languages; develop more ways to delegate authority for shared decision-making

#### **2 - Wisdom Circle – EVANGELICAL RELIGIOUS LIFE**

A network of sisters/friars/associates/partners in mission for shared prayer, retreats, community, and co-ministry opportunities

1. Strengthen local cluster groups by developing goals of personal and communal accountability with one another
2. Deepen mutual care and concern of cluster members or sisters in local areas by creating CHAT GROUPS to touch base frequently
3. Expand leadership roles among all members to create regional and Congregational accountability, collaboration, and collective decision-making
4. Determine areas to delegate authority from leadership to membership, i.e. service on hospital boards, service on Sponsored Ministry boards, assessing medical issues, setup mutual wellness contacts and practices, work with Congregational/Motherhouse staff to plan and coordinate events
5. Visit other local religious communities to mutually share conversations about current and future needs, how we can help one another

6. Create Evangelical Religious Life Circle for sisters/associates/partners in mission to share prayer, retreats, community, and co-ministry opportunities

7. Offer Town Hall meetings with leadership and membership across the Congregation for mutual sharing of information and issues

## **US/Bolivia Group 4**

Our approach encompasses Our Gospel life in the Spirit of Francis and Clare

Each country has dialogue among members, together with leadership and vice versa to address its specific needs or solicit advice, help, suggestions, etc. In the US we would like to develop something like a coordinating group.

A Zoom Open Forum Is intended to address every aspect of our lives. Each country meets bi-monthly and twice a year as the Congregation. Meet more frequently if necessary. Topics for the Zoom Forum can be planned both by members and leadership or a combination thereof.

FSA facilitators aid us in being faithful to the skills to focus and deepen our conversations among ourselves

Through dialogue we will explore ways that the gifts of sisters may be best be utilized for the good of the congregation and at the same time decrease the burden of CL?

Members interact in clusters/communities. All groups interact together. Members/CL/Members interact directly through the Zoom forum as well as through the Online Chat. When in-person meetings are possible these groups will also interact directly.

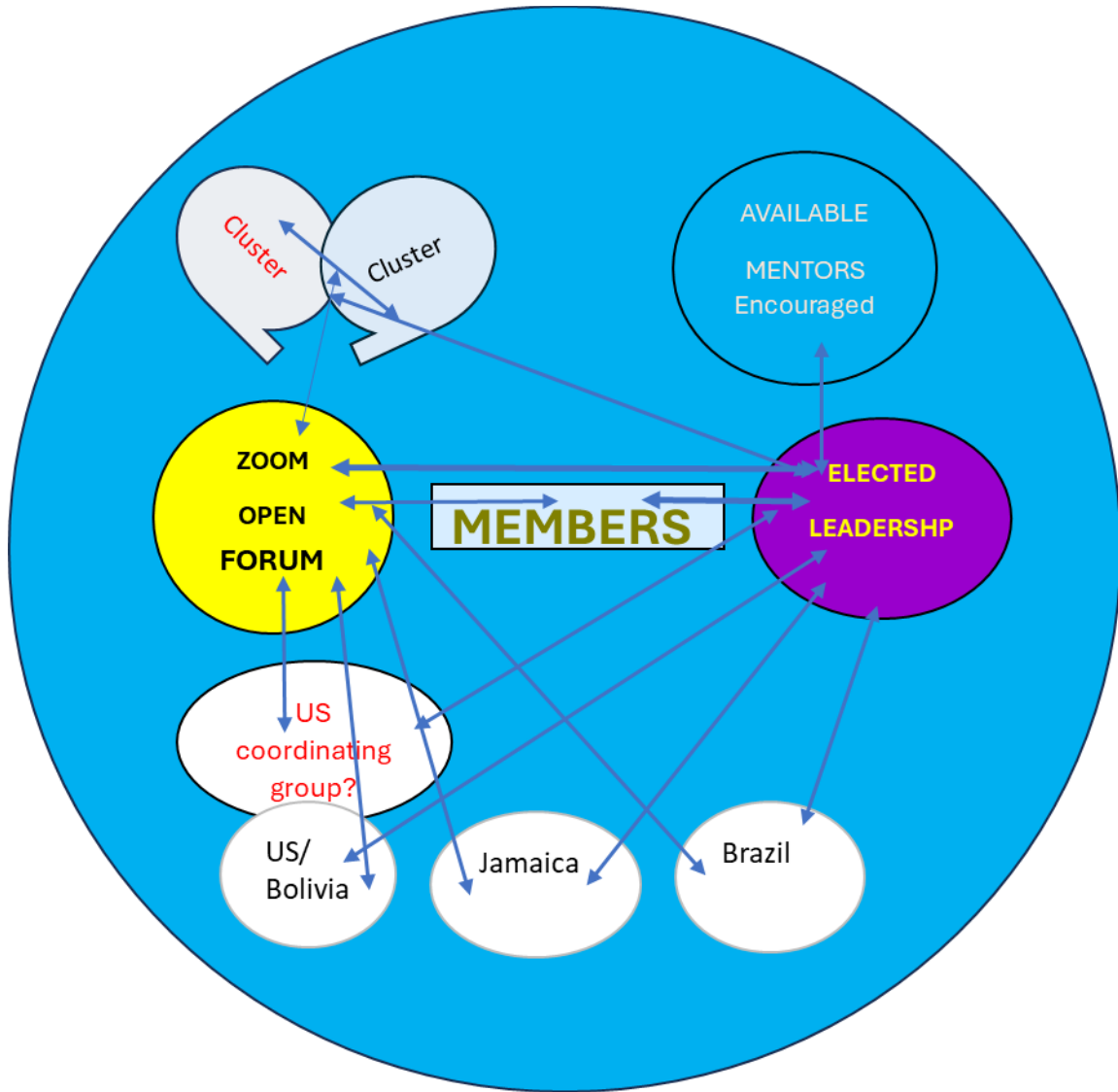
The approach recognizes that all are members even elected leadership. Decisions that affect groups or the congregation as a whole are first brought to the interacting groups so that there is dialogue, participation and buy-in to decisions.

Sisters share responsibility to one another, accountability, mutuality.

Though not in this particular graphic, we propose an ongoing online chat that can be accessed by all: members and leaders for the sharing of information and ideas, this does not exclude other means of communication, email, phone, in person, etc. It would be helpful to have a search possibility and google translator button (much like WhatsApp}

We need to develop educational processes for the sisters who may be new to leadership as well as vetting and educational processes for laity who may assume roles in the future.

There are many members who could perhaps serve as mentors for CL or in other capacities thus utilizing the gifts of all.



## **US/Bolivia Group 5**

**Facilitator:** Helen Roberts

**Scribe:** Clare Bertero

### **NEW PARADIGMS**

Our group focused on an inter-active team of two elected leaders (religious and lay) committed to: mutuality that stresses the synodality value of listening, supported by partners within the Congregation and beyond which promotes our legacy of ministry, grounded in our Franciscan mission.

## US/Bolivia Group: New England

Cindy Matthews

Pat Klemm

Town Hall meetings to be held with elected leaders and interested members on a regular basis on specific topics

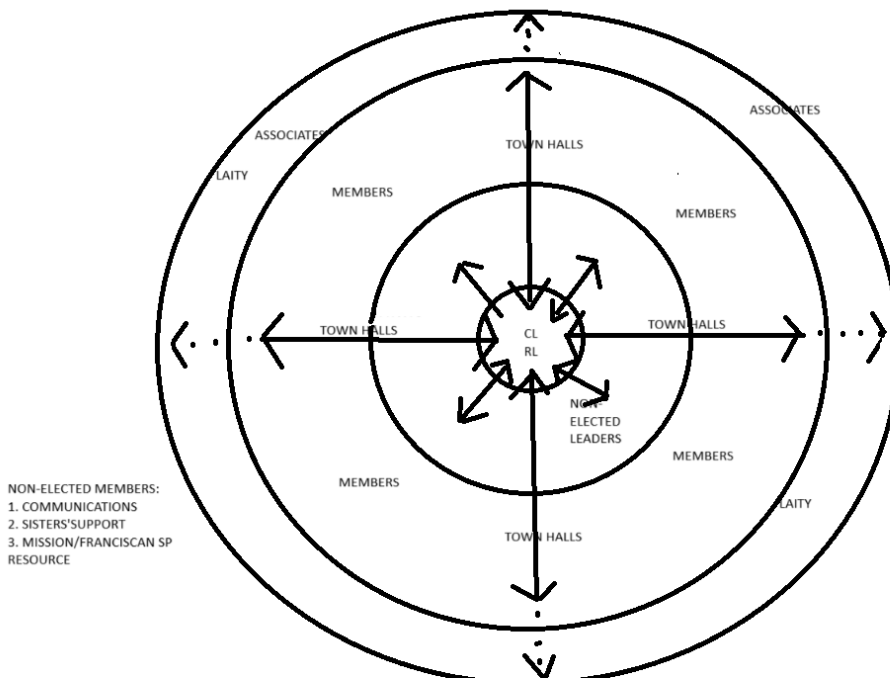
Non-elected leaders are either invited or appointed  
They have authority and responsibility in areas such as:

1. communication with sisters
2. Support for sisters' needs
3. Mission and Franciscan Spirituality resources

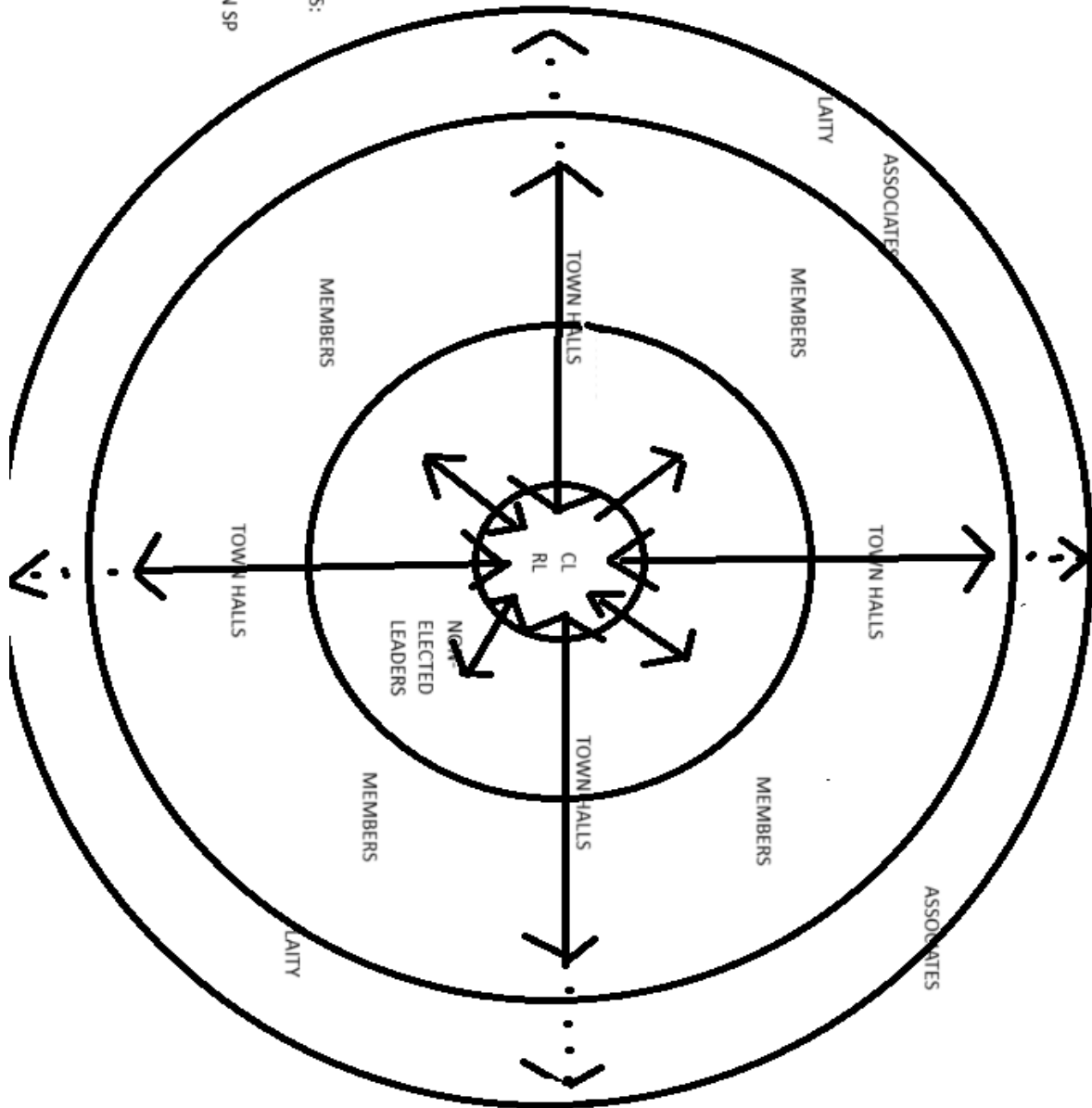
There will be communication between non-elected leaders and CL as needed  
Associates and other laity may be included in Town Hall meetings with elected leaders

CL = Congregational elected leaders (CL) including regionals where appropriate (RL)

The specific roles of CL need to be shared with the members in order to determine the things that can be taken on by non-elected members







- NON-ELECTED MEMBERS:
1. COMMUNICATIONS
  2. SISTERS/SUPPORT
  3. MISSION/FRANCISCAN SP RESOURCE

## **Group 9**

**Lucy Cardet**  
**Michele Dolyk**

Looking for leadership with compassion and the ability to build bridges among cultures.

We also want leaders who take the time to educate and develop a transition for others to understand their culture

Maintain our faithfulness to our Mission and Charism

We believe that the new leadership would heal the brokenness, repair the trust and nurture our relationships to bring forth healing and wholeness to assure the elements of transformation to the members.

**Facilitator: Margaret Magee**

**Scribe: Barbara B**

**Work of Saturday morning, January 11, 2025**

**Desired Changes in Our Emerging Future response:**

We chose #1,2,3 to read: A deep sense of purpose and belonging through mutual accountability, co-responsibility and active participation of all as one Franciscan Congregation, while strengthening the partnerships among ourselves, other religious men and women, and laity.

**Explaining the diagram:** We chose #1,2,3 to begin with the focus on our life and mission (community life) central in our diagram. Leadership does not exist for itself; it is for the service of community. Community exists for itself because it is Trinitarian. This is why we believe community should be the starting point and help to explore and define the leadership that is needed. We have many intersecting and overlapping circles insuring and enabling inclusivity.

**Mission Circles include:**

In the diagram where it says **Sisters and Associates** in the one Mission Circle, we believe that sisters and associates are not limited to this circle, they can be and participate in any of the other Mission Circles. This particular circle notes how sisters and associates can be engaged.

**Stewardship** can be an umbrella term to include such things as finances, properties, investments, future needs and viability. We agree that there is a need for a CFO.

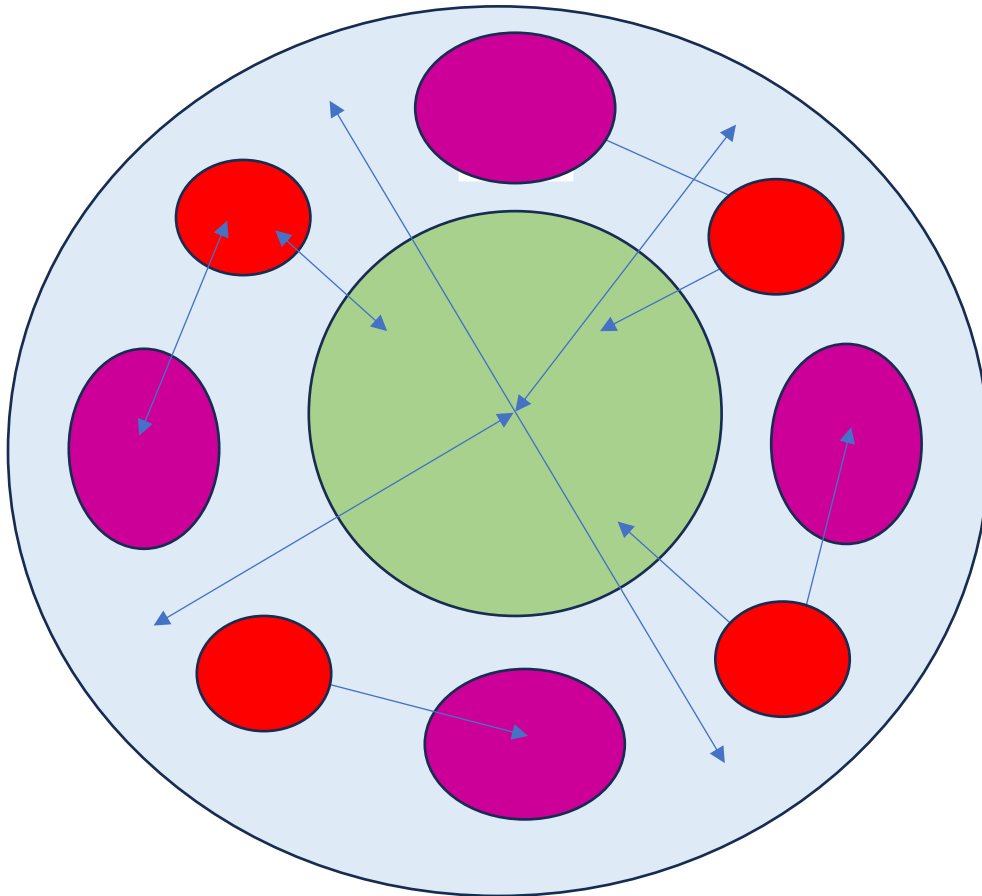
## Mission Circles

**Basement Parlor**  
Margaret McGee  
Barbara Batoviak



A deeper sense of purpose and belonging through mutual accountability, co-responsibility, and active participation of all as one Franciscan congregation, while strengthening the partnerships among ourselves, other religious men and women and laity.

## US/Bolivia Group Motherhouse 10



**Blue Circle** – Total Membership

**Green Circle** – Elected Leadership

**Red Circle** – Non-elected work group (comprised of 2 or more) to work on particular matter designated by Elected Leadership

**Purple Circle** – Cluster Group(s) to assist Red Circle Group(s) as necessary

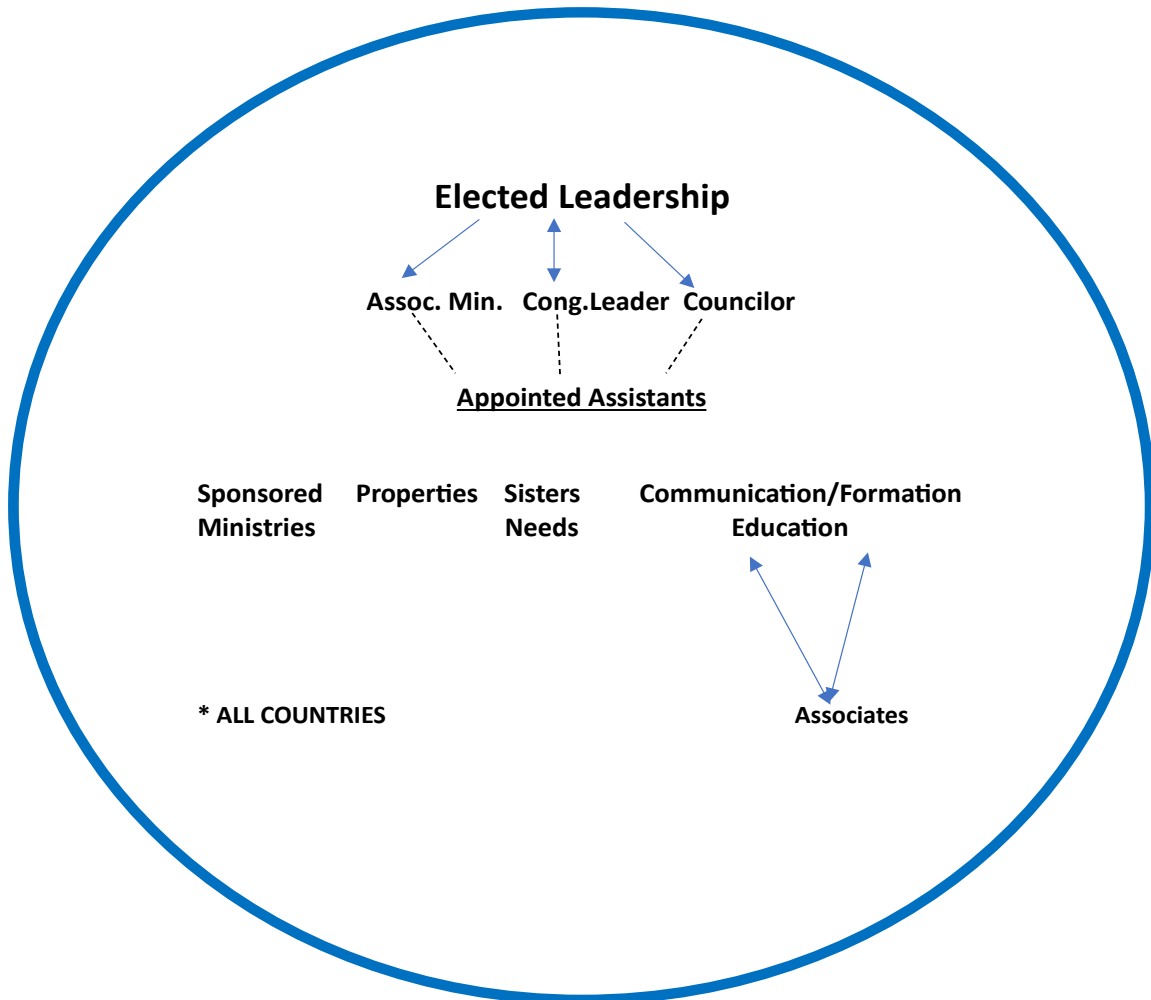
There can be any number of “Red Groups” as necessity warrants (in person, virtual, hybrid), composed of a diversity of Sisters and/or other partners (Associates as well)

Cluster groups can be reformed to

\*The term partners was/is to include Associates

The whole concept is to have a continuous flow of relevant information to and from CL and membership: clear, concise, concrete (information: researched, vetted reflect before disseminated). The voice of the Sisters needs to be heard. The groups may need designated names.

## Motherhouse Group 10-D



Total Membership

Elected leaders – 3 canonical

Appointed Sisters (12) with input from members proportionately chosen; eg. US-6, JA-2, BR-4

Meet 3 times a year with Sisters/Associates in geographic areas (TBA) with agenda determined by CL

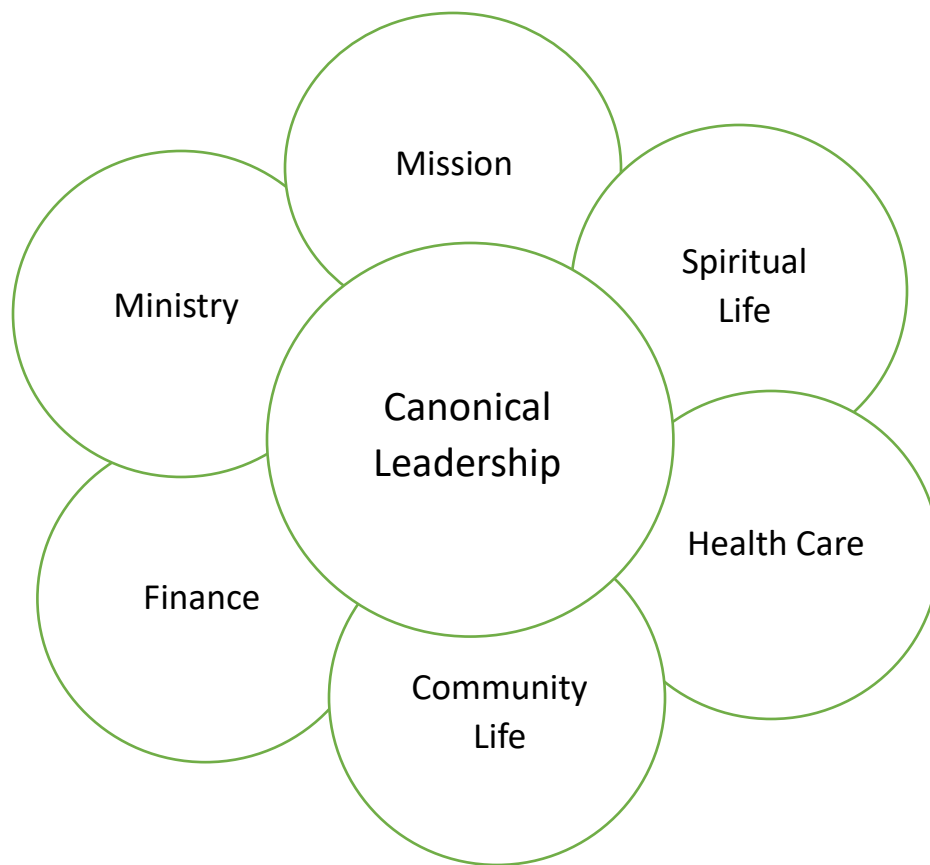
### Some Responsibilities

- ✓ Boards of Sponsored Ministries
- ✓ Coordinate Assemblies
- ✓ Ongoing formation/life long learning
- ✓ Health needs of Sisters, when requested
- ✓ Integrate with Clusters

**Clusters** - reformat

## US/Bolivia Motherhouse

Facilitator: Judith Terrameo



Mission: Ministry and Mission with Partners

Finance: Investments, foundations, general staff

Spiritual Life: Soul work- personal and communal

Community Life: Reconciliation, deepen sense of purpose and belonging, heal relationships

Healthcare: Coordinator