



# Regnum Christi Federation North America Territory Report

## Delegate Pre-reading for the 2023 Regnum Christi Territorial Convention August 2023

This document has been prepared at the request of the Territorial Directive College by members of the Mission Support Team to provide context for the delegates of the 2023 Territorial Convention. The document presents an overview of the North American territory (structure, governance, operations and administration), plus ten insights from the Mission Support Team into the growth and development of Regnum Christi across the territory at this time in history.

The Mission Support Team is the territorial work team responsible for executing the Territorial Directive College's approved territorial strategy. It seeks to safeguard and promote the Regnum Christi identity, stimulate the development of the common mission in localities, and foster unity across our spiritual family and apostolic body.

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# Overview

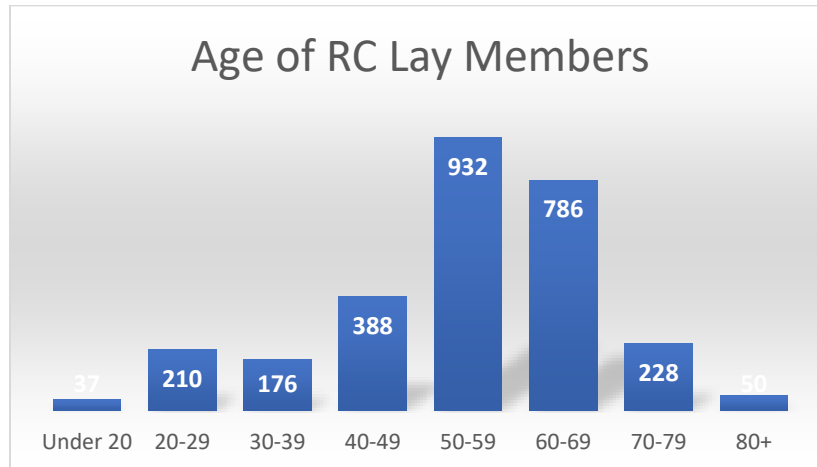
## RC Presence in the Territory

- The North American Territory of Regnum Christi serves an extensive geographic area, including the United States of America, Canada, Philippines, South Korea, Hong Kong, Australia, and New Zealand.
- Regnum Christi (“RC”) is present in cities across the territory and cites its membership as:
  - 3000 lay adult members
  - 2000 ECYD members
  - 150 Legionaries of Christ
  - 80 Consecrated Women of Regnum Christi
  - 3 Lay Consecrated Men of Regnum Christi
- The territory is organized into localities. There are 18 localities where the Legionaries of Christ (“LC”) and/or Consecrated Women of Regnum Christi (“CRC”) have established communities and RC institutions, seven localities with only lay RC presence and leadership, and dozens of RC communities in other cities across the territory.

## RC Lay Membership

- Regnum Christi lay membership numbers have been fairly stable for five years.
  - Prior to the implementation of the RC lay member registry, it had been a challenge to collect and maintain accurate lay membership data.
  - In recent years, we began collecting statistics of the number of people who are actively participating in Regnum Christi but have not yet associated. We see, and cannot yet explain, a growing trend in these numbers.
- According to the RC lay member registry as of July 2023:
  - There are 2825 registered lay RC members, 741 non-registered lay members and 1321 non-members.
  - 74% of registered RC lay members are women; 26% are men.
  - The average age of RC lay members is 55 for women and 52 for men.
  - The majority of RC lay members (46%) are between the age of 50 and 70.

- The average number of new lay members per year has been relatively stable at 150 new associations each year.
- 29% of our current membership associated to Regnum Christi in the last six years.
- The average age of new members joining Regnum Christi has been decreasing over the years and currently stands at 47 years old.



## RC Federation Territorial Governance

### Introduction

The outcome of years of discernment, a period we call the Renewal, was a deeper understanding of the charism of Regnum Christi and in addition to the Legionaries of Christ, the establishment of three new canonical bodies including the Society of Apostolic Life of the Consecrated Women of Regnum Christi, the Society of Apostolic Life of the Lay Consecrated Men of Regnum Christi and the Regnum Christi Federation.

The Regnum Christi Federation officially began September 2019 with the roll-out of its new Statutes, Regulations and Rule of Life. The Statues introduced a new form of governance over Regnum Christi: a collegial body with joint membership from the three federated entities: the Legionaries of Christ, the Consecrated Women of Regnum Christi and the Consecrated Men of Regnum Christi. Prior to 2019, Regnum Christi was governed by the Legionaries of Christ through the personal authority of the general director.

The Statutes and Regulations of the Regnum Christi Federation set out the nature, activity and structures associated for living out our RC identity as a spiritual family and apostolic body. The process to implement these statutes and regulations has taken time and required the establishment of structures and processes, including:

- **Transferring ownership of properties and assets to the appropriate federated institutes.** In our territory, for example, the Legion assumed ownership of the RC retreat centers, Divine Mercy University, Lumen Institute, Camp River Ridge, etc.; the Consecrated Women assumed ownership of its communities' properties. The Federation itself had no properties or assets.
- **Establishing joint governance by the Legionaries and the Consecrated Women over RC schools.** A distinct governing body was established to govern RC schools. While there is no direct role of the RC Federation in the governance of schools, concrete efforts are being made at the territorial and locality level to ensure intentional interaction and collaboration (See RC Education submission for more.)
- **Establishing healthy autonomy.** Each entity established its distinct marketing & communication, administration, and fundraising/development functions. Ongoing collaboration across these areas is being well-managed through territorial level 'commissions' set up for this purpose.
- **Agreeing on a financial model to support the establishment of the CRC and RCF.** The federated entities came to agreement on the financial support needed from the Legionaries to help secure the healthy autonomy of the Consecrated Women and to fund the territorial operations of the Regnum Christi Federation.
- The change in governance from Legionary-led to RC-family collaboration is slowly taking root in our membership. Some RC members still incorrectly refer to and see the territorial director of the Legionaries of Christ as the territorial director of Regnum Christi and behave accordingly. In some cases we see resistance to change, while in other cases, there is simply a lack of understanding of the change.

## Territorial Directive College

- The Territorial Directive College (TDC) was established with four consecrated members (two Legionaries and two Consecrated Women) and two lay advisors. The statutes specify that the TDC membership be made up of the territorial directors of the three federated entities (Legionaries of Christ, Consecrated



Women of Regnum Christi, and the Lay Consecrated Men of Regnum Christi) plus two lay advisors. As the Lay Consecrated Men have only a small presence in this territory and a minimum of three members is required, we elected to choose one additional member from each of the Legionaries of Christ and the Consecrated Women of Regnum Christi. The current members of the TDC include:

- Fr. Shawn Aaron, President – Territorial Director of the Legionaries of Christ
  - Kathleen Murphy, Vice President - Territorial Director of the Consecrated Women of Regnum Christ
  - Fr. John Bartunek – Territorial Vicar of the Legionaries of Christ
  - Helen Yalbir - Territorial Councilor for the Consecrated Women of Regnum Christ
  - Charlie Bradley – Lay advisor
  - Maria Gaviria – Lay advisor
- The TDC has dedicated much of these initial years to establishing the structures and forums for effecting the roll-out of the new statutes of the RC Federation. Its priorities have been to establish its governing regulations and processes, define the territory's evangelizing strategy for the period of 2020-2024, launch a work team (Mission Support Team) to assist it in carrying out the strategic plan, oversee locality leadership structures, initiate territorial commissions to address particular points of collaboration, and promote the understanding and assimilation of the Regnum Christi charism.
  - The scope of the work of the Territorial Directive College is complicated by the realities in this territory, including:
    - Extensive geographic area;
    - Large number of RC localities and a large number of Regnum Christi members living outside of these localities;
    - Small RC membership numbers given the relative expanse of the territory;
    - Differing governing, legal and operating realities in each country; and,
    - Reliance on fundraising to support operations.
  - The new structure requires members of the Territorial Directive College to wear 'two hats' – serving as leaders of their respective entities and leaders of the Regnum Christi Federation at the same time. This dual role has proven valuable in living out our core commitment to the common mission, but challenging when balancing competing needs.
  - The Territorial Directive College conducted a consultation of locality RC directors to identify candidates for the two lay member advisory positions on the TDC.



Over the past four years, three different lay members have taken on this responsibility which involves actively participating in TDC regular meetings. While it is a challenge for lay volunteers with other full-time responsibilities to dedicate the additional time needed to assimilate the full scope of the TDC's responsibility, their lay perspective, their unique talents and their objective contribution have proven invaluable. Moving forward, there is an opportunity for the lay members of the Plenary Council and the lay members of the TDC to collaborate in bringing the lay perspective to territorial governance.

## Plenary Council

- The Plenary Council is the body that provides assistance to the Territorial Directive College. It consists of the territorial councils of both the Legionaries and Consecrated Women, plus two additional lay members and a lay consecrated man of Regnum Christi. Since being established, the Plenary Council has met once or twice a year to provide its input into strategic questions related to our common mission. These gatherings have been very helpful in aligning the leadership of the federated institutions with that of the Federation.

## TDC Delegate

- Different territories are trying different models to help govern and support operations in the territory. In this territory, the TDC opted to delegate oversight of Federation operations to a TDC Delegate. RC directors and members of the Mission Support Team report to the TDC Delegate, who in turn reports directly to the TDC. This operating model has allowed the TDC to govern and address strategic topics and still maintain familiarity with operations.

## Mission Support Team

- In 2019, the TDC established the Mission Support Team as its work team to help execute its strategic plan for supporting the development of Regnum Christi in the territory. This team collaborates in supporting six key areas of the mission lived out in localities: RC Directors Support, RC Life, RC Young Adult Life, ECYD Life, Administration and Marketing & Communications.
- The Legionaries of Christ and the Consecrated Women of Regnum Christi also have their corresponding work teams that provide support to their communities and formation centers: development, administration, marketing & communications. Prior to the roll-out of the RC Federation, there was a single



territorial office. Now there are three offices, each focusing on its respective audience and collaborating as needed.

- The Mission Support Team currently has a balance of Legionaries, Consecrated Women and lay RC members serving on it. The presence of the three vocations ensures an opportunity for the fullness of the charism to influence the work at the territorial level.
- The Mission Support Team provides services to support the development of Regnum Christi in localities. As an overhead function, it endeavors to minimize its own growth while maximizing its impact in supporting localities. It focuses on: forming formators in localities and offering priority resources and services to advance the mission in the localities.
  - A priority of the Mission Support Team has been providing close accompaniment to locality leaders. (See RC Life and ECYD Life submissions for more details on the progress and challenges)
  - When the Mission Support Team began, there were a limited number of resources available for localities and RC lay members, and much of this had not been updated in many years, nor adapted to the new canonical reality.
  - Most of the team's attention is dedicated to localities in the US and Canada. The particular services we can offer the Philippines and other countries is limited due to different corporate needs, and in the case of South Korea, language.
  - Various services and resources developed by the Mission Support Team serve localities directly (e.g. Locality Evangelization Planning Guidelines, etc.) while others are more targeted to benefit sections and members living outside of localities (e.g. RC Identity workshops, etc.).
- Given the extent of the territory, each area of the Mission Support Team has built a small support team to help deliver on its commitments. Finding capable volunteers able to commit the time needed has, however, proven challenging. People serving on the Mission Support Team require a breadth and depth of experience and skills. Finding successors for these roles is a challenge.



# RC Territorial Strategic Evangelization Plan

As one of its first orders of business the Territorial Directive College set about developing the evangelizing strategy for the North American territory. This strategy sought to discern the apostolic reality of this period, and then through the lens of our Regnum Christi identity, set the priorities for the next four years.

- The 2020-2024 Territorial Strategy was published in 2020. The strategy focused primarily on building up and reinforcing established localities. It intentionally did not directly address questions of evangelizing leaders in particular cultural areas or expanding to new mission locations, a choice that was dissatisfying for some.
- In line with this strategy, the territory made the decision to no longer dedicate resources to developing and offering nationally-run apostolates and programs to support evangelization efforts in cities across the territory. The territory moved to supporting sections and localities in making good use of both RC resources and the many good quality, publicly-available resources to respond to local evangelizing needs.
  - For example, Challenge and Conquest are now no longer marketed broadly by the territory to parishes across the country, but has been adapted to become a helpful resource for localities to use in building up ECYD sections.
  - Mission Youth is no longer a national organization offering domestic missions, but a service to help localities organize their own local and international missions.
  - Other territories continue to make good use of territorial apostolates.
- The 2020-2024 Territorial Strategy differed from previous strategies in one important way: It provides for localities to build their own evangelization strategies in response to local realities with the TDC providing support. With previous strategies, territorial priorities were pushed down to localities and localities then built plans to respond to these priorities. This shift in ownership of the mission took time to be understood but ultimately has been well received by localities and assimilated into their respective ways of operating.
- While established localities are taking greater ownership over defining their local evangelizing strategies, 22% of our lay membership live outside of localities and are still looking for and require territorial support and leadership.



- Below is a one-page summary of the 2020 – 2024 North American Territorial Strategy for Regnum Christi.

**Our Purpose**

We seek to give glory to God and make the Kingdom of Christ present in the hearts of all people and in society, by our sanctification in the state and condition of life to which God has called us, and by personal and communal apostolic action. ([SRCF 7](#))

**Our Mission**

To fulfill our mission, we seek to make present the mystery of Christ who goes out to people, reveals the love of his heart to them, gathers them together and forms them as apostles and Christian leaders, sends them out and accompanies them as they collaborate in the evangelization of people and of society. ([SRCF 8](#))

**Our Beliefs**

- We believe in the transforming power of the charism, given to us by the Holy Spirit, to build the Kingdom
- We believe in the potential of each member to live that charism as an apostle.
- We believe that by collaborating we can make a bigger impact on the mission.

**Our Desire**

To ignite the heart of the apostle who sees the needs of the world and the Church, discerns through the lens of our charism, and steps out boldly in mission.

**Our Strategy**

To build and sustain localities as vibrant communities of apostles. ([SRCF 29](#), [RL 9](#))

**Our Priorities**

1. Form the formators. ([SRCF 30, 36](#))
2. Promote communion through healthy collaboration and communication, vertically and horizontally. ([SRCF 28-29](#))
3. Secure the present and prepare for the future: vocationally, in leadership succession, and financially. ([SRCF 39](#))
4. Give special attention to supporting the evangelization of men and young adults. ([SRCF 33-39](#))

# Implementation of the Territorial Strategic Plan

In 2020, the Territorial Directive College approved sixteen initiatives it would undertake through the Mission Support Team to implement its strategic plan. Below we present the key steps taken over the last three years and a high-level assessment of the progress and challenges encountered.

## Form the Formator

1. RC Leadership Accompaniment & Formation Model
  - Today, RC directors, section directors and ECYD directors have regular one-on-one accompaniment with a member of the MST and/or monthly group coaching available. This accompaniment is aimed at providing role-specific formation and support and not replace local supervision and accountability. A growing percentage of locality leaders participate and appreciate the accompaniment. Moving forward, we are working to deepen RC leadership formation through its alignment with the RC Formation Pathway project.
2. New RCD, RC Section and ECYD Director Orientation
  - All new RC directors, section director and ECYD directors are invited to participate in one-on-one orientation sessions with a member of the MST. Localities leaders find these person-to-person sessions very helpful, particularly those who may not be abreast of the many post-renewal changes. Moving forward, we will continue to improve the quality of orientation programs.
3. International RC Identity Roll-Out Initiative
  - Regnum Christi's international office has issued various RC Identity essays and workshops. We have translated these resources and made them available to all RC membership. We also held three *Live the Mystery* conventions (two online) with conferences and small group discussions aimed at sharing and helping to assimilate the depth our understanding of the charism. The RC Spirituality Center packaged and made these conference materials and essay studies available online for members and teams. For the most part, those who participated in the conferences were inspired and renewed in their vocation; some experienced 'identity' overload. Moving forward, there are three more essays to be published and we will incorporate these rich resources into the RC Formation Pathway.
4. RC Formation Pathway Project

- The outcome of the Renewal was a deeper understanding of the charism and our call to form and launch Christian leaders in imitation of Jesus. The Formation Pathway seeks to set out the formation needed to assimilate our identity and fulfill our mission as set out in #8 of the Statutes. We were able to dedicate resources to this project in 2022 and will continue development, launching Phase 1 at the Formator Convention in November 2024.
5. ECYD Formation Pathway & Training Initiative
    - We completed the 5-year ECYD Week formation program for ECYD directors. We contributed to the RC Essay: *The Pledge of Friendship with Christ and each Other. ECYD: The Regnum Christi Charism Lived by Adolescents*; developed a 6-part video series for use by RC teams as a means to understand the gift of ECYD and their own vocation to Regnum Christi. Moving forward, we will finalize the online training program for ECYD formators and connect the ECYD director formation plan with the RC Formation Pathway.
  6. RC Chaplain Role & Peer-Support Initiative
    - An RC section chaplain plays an important role in the section, fostering the integral formation of the members and modelling the full living of their RC identity through their engagement in apostolic activities and efforts to grow Regnum Christi. We took steps to better define the profile of the RC chaplain and the local reporting structure. We held one convention for RC chaplains in September 2022 and a second one will be held in November 2024. We were not able to launch the peer-support envisioned and thus RC chaplains do not yet share a common understanding of their role and the great value it brings to the overall mission.
  7. Spiritual Director Supervision Support Initiative
    - Spiritual direction is a core offering of Regnum Christi and demand for quality spiritual directors is increasing. Over the last few years, many of our RC members have become certified spiritual directors through programs such as that offered through Divine Mercy University. In line with professional guidelines, spiritual directors are to seek spiritual direction supervision. The Mission Support Team, in addition to offering regular ongoing formation webinars for spiritual directors, helped to establish 11 monthly supervisory groups. Going forward, we plan to further integrate spiritual director formation with the RC Formation Pathway project.

Promote healthy collaboration and communication, vertically and horizontally

#### 8. Locality Communications Training & Support Initiative

- Over the past three years, the Mission Support Team has encouraged more effective communication through the publication of RC Weekly and RC News (mission stories for all RC members) and RC Equip (monthly information for locality leaders). This summer, Regnum Christi will launch its new website which provides a fresh and compelling public face to our spiritual family and apostolic body. For the first time, locality websites and calendars will be integrated into the website, making vertical and horizontal communications and collaboration a reality. Going forward, we need to work with locality leaders to better reach so-called 'rank and file' members.

#### 9. Locality Evangelization Planning Support Initiative

- In 2022, the Mission Support Team developed and published the Locality Evangelization Support Guide, an online tool which provides a framework for discerning the locality reality and developing a locality evangelization plan. With coaching support available, localities have made good use of the guides as they embarked on their locality planning efforts, and as a tool to support them in developing the locality submissions for the 2023 Territorial Convention. Moving forward, the Mission Support Team will continue to offer localities planning support and share best practices for section planning, smaller localities, personnel planning and financial planning.

#### 10. Financial Model Roll-Out with Locality Support

- The Financial Model Project team facilitated the project that resulted in the five-year funding agreement between the Legionaries of Christ, the Consecrated Women of Regnum Christi and the Federation of Regnum Christi. See [Financial Model](#) below. The project team is working now to prepare an updated agreement for 2025-2030. It has launched a second initiative to share best practices for locality financial models. To contribute its share to the overall territorial funding needs, the Mission Support Team began soliciting financial support from localities. Funding the mission, both locally and territorial, remains a priority which requires good collaboration and communication, vertically and horizontally.

### Secure the present and prepare for the future: financially, vocationally and leadership succession

#### 11. Lay Members of Regnum Christi Vocation Commission

- A Vocation Commission was established at the territorial level which serves as a mechanism to collaborate and further our vocation promotion efforts at the territorial level. All four vocations collaborated well at the 2023 Seek Conference and the Vocation Summits in Cheshire. Moving forward, the commission will

continue to identify opportunities for collaboration as the federated entities further define their respective vocation promotion strategies.

- We have not, as yet, initiated a commission targeted to further developing and promoting the RC lay vocation. At the territorial level, the Territorial Directive College respects the lay perspective offered through the two lay advisors on the TDC and the two lay advisors on the Plenary Council. Moving forward, one of the main themes of the 2023 Territorial Convention is the RC Lay Vocation and the outcome of this conversation will guide the future of this initiative.

#### 12. Territorial Leadership Succession Planning

- An essential element to preparing for the future is succession planning. The Territorial Directive College launched as Assignment Alignment commission in an effort to better align assignments of Legionaries and Consecrated Women with the overall mission of Regnum Christi. To this end, localities are preparing five-year projections of personnel needs to support their evangelization plan. This effort will continue.
- The Mission Support Team continues to work on the succession plan for each of its departments, understanding that these are key, professional roles, formators of formators. These plans involve making good use of work teams, providing good exposure to mission and opportunities for professional development. Our experience is that the ideal is when Legionaries, Consecrated Women and lay members work together. The Territorial Directive College has recently embarked on a search to succeed the Territorial Directive College Delegate who is retiring June 2024.

#### 13. Reimagining RC Spirituality Center and its support for RC & ECYD Life

- The RC Spirituality Center is an apostolate initiated by Lucy Honner and Fr. John Bartunek as a means to provide quality formation materials to both Regnum Christi members and a broader Catholic audience. After eight years spent building this apostolate, the founders transferred it to the RC Federation where it continues to operate. Under the leadership of Donna Garrett, RC Spirituality continues to offer high quality spiritual formation resources and is particularly a valued service for the members in the diaspora.
- As part of this transfer, we took the opportunity to relook at RC Spirituality as a platform of evangelization and resource repository for RC apostles. Moving forward, RC-specific resources will be found on the RC website and the RC Spirituality Center will focus on being an evangelizing platform and tool for RC members while sharing formation resources for use by all Catholics.

#### 14. Territorial RC CRM Integration Project

- The Mission Support Team worked with the administration office of the Legionaries of Christ, CCAS, Inc., to customize its customer relationship management system (RC CRM) to be able to offer localities an option for online participant event registration and RC member registration. See [Administration Support to Localities](#) below. Many challenges were encountered and addressed along the way and the user experience of localities was mixed. Nevertheless, after considering alternatives, we remain convinced that the RC CRM will ultimately be a good option for localities and plan to continue dedicating time to improving the offering.

## Support the Evangelization of Men and Young Adults

### 15. Evangelization of Young Adults Initiative

- The Territorial Directive College established a Young Adult Commission that surveyed RC young adults and those working with young adults. Upon the recommendation of the commission, the Territorial Directive College established a support team at the territorial level dedicated to coaching and accompanying those working with young adults, and to liaising directly with those leading ECYD and RC adult sections to help facilitate natural transitions of members over time. As of July 2023, RC Young Adult Life is an integral part of the Mission Support Team.
- The Territorial Directive College also established a commission to look at the future of RC Mission Corps and is currently evaluating the report and recommendations of that commission.

### 16. Evangelization of Men Initiative

- Over the past several years, we have attempted different strategies and tactics to engage and support those working to evangelize men, particularly men's section directors and section chaplains. We have offered men's leadership coaching groups, LC coaches for men's section directors, men sections director tracks at the 2022 convention, webinars on topics of interest to men, reprinting the commitment card in a format appreciated by men, and more. In general, we have not been successful in engaging men's section directors or men's section chaplains, and there has been little growth in the men's sections. We are looking to collaborate more with the Legionaries and Lumen to better understand the issues and adapt as needed. The men's section in Cincinnati has stepped up to organize a national men's convention in January 2024.

# RC Federation Administration

## Corporate Structure

The territory established a corporate structure to align with the RC Federation reality which is working relatively well.

- RC Federation, Inc. was established as the non-profit corporate entity to house federation operations in 2019 beginning Jan 2020 and has an annual Operating Budget of about \$2MM
- RC Activities, Inc. is the non-profit corporation used to house RC Federation activities of localities and sections in the USA. Localities and sections may opt-in to operating under this corporation or set up their own non-profit corporation. As it stands, only seven sections and localities are operating outside of RC Activities.
- Localities and sections outside the USA have to undertake the responsibility to set up and comply with the non-profit corporate regulations of their jurisdiction. It is an ongoing challenge to ensure sections and localities comply with corporate administration and reporting requirements.
- The members of Territorial Directive College serve as directors on these two boards.

## Risk Management

The Federated and the federated entities are collaborating well in their desire to provide adequate insurance coverage for its operations yet the means for covering the growing cause is causing some division with sections and localities.

- The territory secures general liability and sexual misconduct insurance to cover Legionaries and RC members, volunteers and RC and ECYD activities. The territory made the decision to participate in the blanket policy secured by the Legion of Christ as a cost effective means to mitigate the risk and protect the many members and volunteers who work in support of Regnum Christi's evangelizing mission. It has been a challenge implementing a method of distributing the premium costs across Regnum Christi that is acceptable to all.
- All ECYD sections and youth activities in the USA operate under RC Activities and are covered by insurance accordingly.
- Insurance coverage for other countries in the territory are, for the most part, handled directly by the localities and sections of those localities.



## Safe Environment

The territory's commitment to safe environment has encouraged good collaboration across the Federated entities.

- The RC Federation named its territorial administrator as its Safe Environment Officer and he sits on the Safe Environment Commission with his counterparts from the LCs and CRCs.
- There is a growing awareness of the Federation's safe environment standards and practices across Regnum Christi, however the application of standard policies remains complex due to: 1) each diocese having its own standards which much be met; and 2) the Federation, LCs and CRCs each having different codes of conduct (e.g. one allows drinking in front of minors and another does not).

## Administration Support to Localities

The legal and administrative requirements associated with running a non-profit organization or event are significant and can thus be a barrier for operating sections and localities. The territorial administration office offers localities various administration support services to help enable the local mission. Most localities have found the professionalism and stability offered by these services to be valuable given the challenge of finding local volunteers with the right skills.

- **Bank account administration:** Bank accounts administration was decentralized in 2018. Each section and locality sets up individual accounts and monthly bank fees are paid by the respective account holder. Under RC Activities, Inc., the territory now supports 91 bank accounts in localities, sections, diaspora and apostolates, and assists in setting up merchant accounts for credit-card processing to support on-line event registrations, donations, etc.
- **Accounting:** The territory completes the corporate accounting for RC Activities, Inc. and produces the financial reports for board approval. Localities and sections operating under RC Activities, Inc. are required to use QuickBooks Enterprise to maintain their financial books. The territory offers QuickBooks training and bookkeeping services as needed. Despite this support, localities still find it a challenge to find qualified people to maintain the books.
- **H/R Support:** The territory offers localities support handling employment agreements, independent contractor contracts, 1099 filings and payroll processing. Employee and contactor oversight remains the responsibility of the

local entity. Problems arise when the local entity does not adequately fulfil its employee and contractor supervision role.

- **Event Management Support:** The territory developed and deployed an event management system in 2018 provides event organizers with a volunteer certification processes, and event services such as: facility and transportation contracts, certificates of insurance and insurance census and invoicing, participant waivers and permission forms, etc. The system has been well used and appreciated by event organizers. In 2022, we supported 281 events with 784 volunteers certified for 9321 participants.
- **Customer Relationship Management System:** The Federation adopted the system CRM used by the Legion of Christ as its RC CRM to provide participant event registration and RC membership administration solutions for locality and territorial use. The system is a sophisticated product that has potential but requires ongoing investment in technical support. There have been good successes and numerous challenges along the way. We continue to work through the implications of ensuring appropriate data privacy and data ownership policies are in place for three distinct canonical entities and corporate organizations cooperating in one system.

## Financial Model

The Federation has worked well with the Legionaries of Christ and Consecrated Women to agree on a financial model for operating at the territorial level.

- In 2020, the Territorial Directive College agreed to a five-year funding model and recently extended it, whereby the net cost of operating the Federation would be covered by the Legionaries and Consecrated Women on a membership basis (76% / 24%). Over the past years, approximately \$1.2MM has been covered annually by this agreement.
- The Federation runs an annual budget of \$2M. Forty percent of the budget is covered by operational revenues and fundraising and the remaining 60% is covered by contributions from the LCs and CRCs.
- The Territorial Directive College is encouraging established localities to begin contributing directly to cover a portion of these Federation costs as they are the primary beneficiaries of these services provided by the Mission Support Team. Some localities have committed to make contributions beginning in 2023. Other localities struggle with the heavy burden of funding the local mission and are not yet able to make that commitment.

- The Federation has not resolved whether or not to build up its own fundraising capacity in parallel with the Legionaries and Consecrated Women. There are good arguments for and against this proposal.

Each locality is in the process of identifying and building up its own financial model. Localities are at different stages of development and as of yet, no single standard locality financial model has emerged. For the most part:

- Sections continue to be self-funded through lay member contributions
- Legionary communities and Consecrated Women communities have assumed responsibility for securing the funds needed to sustain themselves. In addition to fundraising, it is becoming standard practice to pay stipends for Legionaries and Consecrated Women serving in locality roles.
- Localities are taking on the responsibility to help coordinate and administer locality fundraising efforts to ensure all RC entities are financially supported and local benefactors are respected. Some localities are hiring professional fundraisers to support this effort.
- Some localities are beginning to contribute to support the territorial funding needs of the RC Federation.
- The Legionaries of Christ, who bear the largest fundraising requirement, have established a network of development officers serving in localities. These development officers raise funds to support the Legionaries territorially and provide support to locality fundraising efforts.

The Legionaries of Christ, the Consecrated Women and the RC Federation each have funding needs. We are working together to determine how best to balance the value of securing financial autonomy for each entity with the reality that we share a common mission.

# Ten Insights from the Mission Support Team

1. Overall, we are convicted that the Regnum Christi charism is a gift of the Holy Spirit for today. At the locality level, the implementation of the Federation is progressing slowly but steadily. We need to continue learning and adapting from our experience, moving forward with patience and trust.
2. We are clearly focused on supporting our localities as vibrant communities of apostles. While at the territorial level we do not have a strategy for effectively supporting the growth and development of Regnum Christi outside of established localities where over 20% lay RC members live, we want to find a way to encourage organic growth of RC without imposing unnecessary structure.
3. Also at the territorial level, we do not have a strategy for effectively evangelizing societal leaders to impact culture. Our progress in evangelizing key cultural centers (e.g. New York City, Los Angeles, San Jose and Washington DC) has been limited.
4. The growth and development of ECYD is taking a significant investment of Legionary and consecrated personnel and there are few lay people willing and prepared to dedicated themselves to this work. We have not determined how we are going to develop and sustain ECYD going forward.
5. It appears that there remains some hesitation or resistance on the part of many RC members to invite people to explore their possible vocations to the Legionaries of Christ and Regnum Christi.
6. We do not have clear the ideal formation pathway for RC lay members to reach the fulness of their vocation. There are limited formation resources built upon the charism as it is now understood. Members are no longer being systematically formed in basics of our charism such as applying apostolic principles.
7. We have moved from large flagship RC apostolates such as Familia, Challenge & Conquest, and Mission Youth to smaller local apostolates springing organically from RC members, using their gifts and talents to address local needs. Territorial apostolates have evolved to become resources for members to utilize in their work to form and build communities of apostles. This change makes our territorial apostolic work somewhat less visible and compelling from a communications and fundraising perspective as it is more challenging to see and articulate the impact RC is making.

8. The RC lay membership has matured spiritually over the last decade and thus the demand for deeper spiritual support is growing. The work of our formators is increasing in scope and depth. The growth in the number of lay members being certified as spiritual directors is helping and will need to continue.
9. The evangelizing impact and health of Regnum Christi is contingent on the level of communion and collaboration lived in localities. Each vocation is growing in its respect for what each brings to the mission and we are learning new ways of exercising authority and practicing servant leadership. Facilitating communion and collaboration is requiring us to learn and hone an important new skill set.
10. We have not determined how best RC members can optimally collaborate with RC institutions, particularly schools. The number of RC members from those generations most naturally inclined to work with youth and young families in schools is limited and the cultural influences impacting our younger families (gender ideology, individualism, isolationism) has meant our approach and efforts have been fairly ineffective.

## Appendix 1 - ECYD Life Department

The ECYD Life Department provides the means needed (training, coaching, accompaniment, resources, etc.) to enable and encourage the growth of ECYD in localities. The ECYD Life Director provides support to ECYD directors, team leaders, and ECYD members, plus oversees those territorial governed apostolates that serve this audience in localities, namely: Challenge, Conquest, and ECYD Mission Corps.

### Recent Highlights and Struggles for ECYD Growth

#### ECYD's 50th Anniversary

- Our ECYD sections and the whole Regnum Christi family joyfully celebrated the 50<sup>th</sup> Anniversary of ECYD in 2021. The ECYD 101 Video Series *Meet the Rest of the Family* was developed and distributed among the RC localities. A 'travelling' ECYD Flag made its round through the ECYD sections, being signed by all members and showcased in a concluding video. ECYD directors and members participated in international virtual events. Several ECYD sections made special celebration of the anniversary at RC Day, some even hosting the event for the entire locality.

#### Passage to Regnum Christi

- The transition from ECYD sections to RC young adult sections has been an important topic at each of our leadership summits over the past six years. Now that there is a much clearer leadership for the RC young adult sections, we are primed for defining an effective process and best practices. Much of the transition has been handled by each ECYD section director according to their circumstances. Over the past 5 years, 80 ECYD members have joined RC. Most are active.

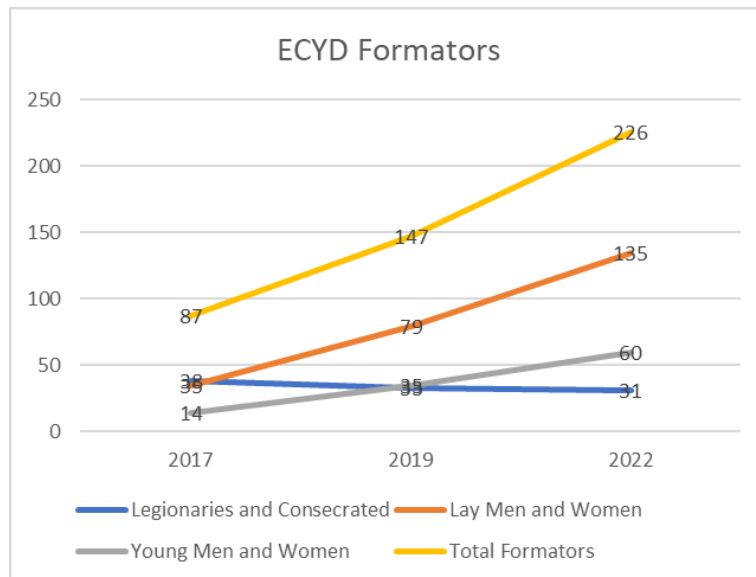
#### Personal accompaniment

- While the formation and accompaniment of ECYD team leaders was the topic of our 2023 Professional Development, it has been a struggle in recent years – which in turn reflects that our personal accompaniment is weak (i.e. the primary means of accompaniment for the members is the team leader). Currently just 125 of our near 900 members are receiving spiritual mentoring regularly outside of events. This also reflects the administrative challenges the ECYD sections face in order to safeguard and comply with safe environment requirements. Some

dioceses in fact do not permit 1-1 mentoring of minors. Most ECYD sections do offer 1-1 spiritual mentoring to participants during events.

### Adult ECYD formators

- Perhaps an unexpected blessing from diminished activity during the Covid pandemic was the space and time that ECYD Directors had to plan and invite adults and young adults to their local ECYD section leadership teams. Around 2019, BLT – building leadership teams – became a priority with training and resources offered during our 2020 virtual professional development course. Now most ECYD section directors can count on a leadership team for the section. The roles and members for these teams are still being solidified, but it has now become a staple of an ECYD section. We do note that the lack of adult volunteers stepping up for time commitment and leadership in clubs, teams and events remains a very real and felt limitation for the growth and ECYD Life of our sections.



### Covid limitations and resilience

- The Covid pandemic hit ECYD hard across the country, shutting down our clubs and teams in 2020 and reducing re-enrollment for the following year, cancelling our 2020 ECYD Summer Mission Corps Program and sending our RC Missionaries home. The ingenuity of the ECYD sections amazed us, as they found ways to comply with government restrictions in the summer – changing overnight camps to day camps in a safe and responsible way. Canada, South Korea, and especially the Philippines were restricted much longer and more seriously than the United States. Lingering effects of

the shutdowns are seen primarily in reduced number of RC missionaries, the reduced number of current middle schoolers who have made the ECYD Pledge of Friendship, and the reduced number of licensed ECYD programs.

## General Assessment of ECYD in the North American Territory

### ECYD Section Synergy within Localities

#### TEAMWORK BETWEEN BOYS' AND GIRLS' ECYD SECTIONS

- Overall there is greater collaboration between the ECYD Sections. Out of the four localities where there are both a named ECYD Boys and ECYD Girls Director: 2 of them rate their teamwork a 5 out of 5 and meet together and collaborate on events. 1 of the localities rates their teamwork a 3 out of 5. And 1 of the localities rates their teamwork a 1 out of 5 likely due to the girl's director just being named in 2023 – previously there was not a girl's director to teamwork with. We note that only 4 sections currently have both an ECYD boys' and girls' director: Atlanta, Houston, Philadelphia, and Washington DC (the ECYD girls' director in Ontario is in the process of moving on).

#### TEAMWORK BETWEEN ECYD AND THE RC ADULT AND YOUNG ADULT SECTIONS

- The rating of teamwork with young adult sections is either really low (1 out of 5) or really high (4 or 5) depending on the existence of a young adult section in their locality. The rating of the teamwork with the adult sections is generally in the middle for most developed localities (3-4). However, the smaller ECYD sections have higher teamwork with adult sections (4-5) likely due to relying on them for support.

#### LOCALITY EVENTS

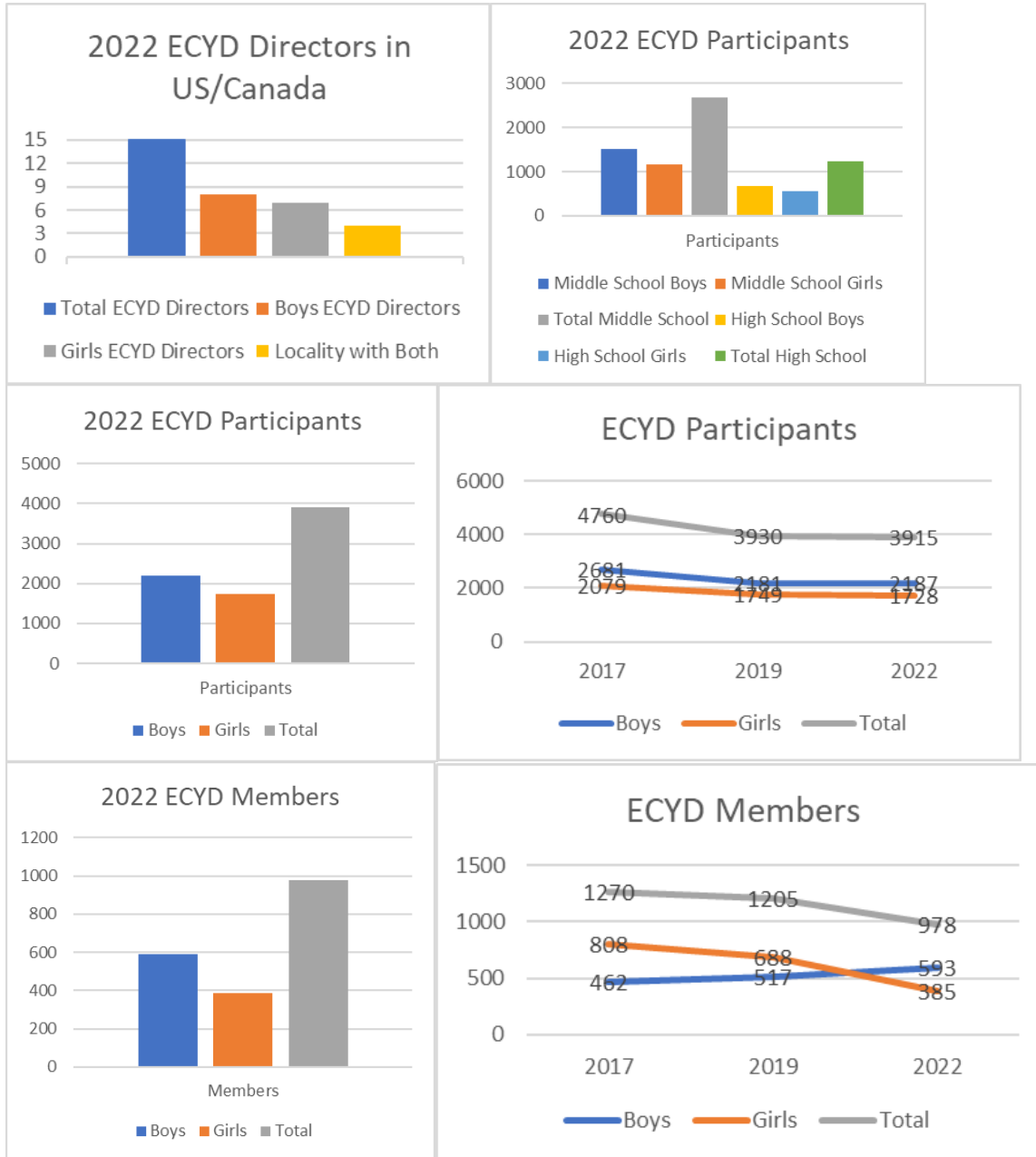
- Most ECYD Directors say that there is an ECYD presence at almost all locality wide events. Some of the events mentioned are Holy Week Missions, RC Family Picnics, and Christ the King celebrations.

### ECYD Section Numbers at a Glance

- The following ECYD membership numbers are self-reported by the ECYD section directors, and thus not exact. Not all ECYD sections were able to report their numbers, which are noted in the spreadsheet below.
- An ECYD member is an adolescent from 5<sup>th</sup> – 10<sup>th</sup> grade (and includes those who continue through high school) who has made the ECYD Pledge of Friendship with Christ, ordinarily at a retreat or camp. ECYD 'participants' refer to those present at institutions where ECYD Life takes place or those who participate in ECYD programs, clubs, teams and events (and this number includes the ECYD members).



- Finally, note that in localities where there is no named ECYD director, there is often an ECYD coordinator named who will communicate with the ECYD Life Department.



Section	ECYD Director	Adult Formators	Team Leaders	Clubs	Other ECYD Teams
Atlanta Boys	Fr. Michael O'Connor	42	30	7	10
Atlanta Girls	Natalia Santos	41	68	6	5
Calgary Boys	Dubert Gutierrez			1	



Section	ECYD Director	Adult Formators	Team Leaders	Clubs	Other ECYD Teams
Calgary Girls	Karen Doran	10	2	2	0
Chicago Girls	Patti Gallinaro	2		2	0
Cincinnati Girls	Rachel Peach	35	40	5	1
Cincinnati Boys	Fr. Andrew Gronotte	12		2	4
Dallas Boys	Fr. Kermit Syren	25	60	3	6
Detroit Boys	Fr. Luis Felipe Villalobos			1	0
Houston Boys	Fr. David Spillane	7		2	3
Houston Girls	Amelia Hoover	10	29	3	5
Louisiana Boys	Fr. Jaime Lorenzo			7	
Philadelphia Boys	Fr. Aaron Loch	2	13	1	12
Philadelphia Girls	Emily Ziegler	6		1	
San Jose Boys	Fr. Matthew Schmitz	6	1	0	0
San Jose Girls	Vacant			1	0
Ontario Boys	Fr. Jerek Scherber	8		4	0
Ontario Girls	Alexandra Oyarzabal			4	0
Washington DC Boys	Fr. Vito Crincoli			6	0
Washington DC Girls	Racine Silva	13	18	8	0
Seoul, South Korea	Fr. Stephen Cho				1

	ECYD Coordinator				
Dallas Girls	Christina Jacobeen			3	1
Detroit Girls	Elizabeth Stromberg			1	1
Lafayette Girls	Katie Cramer			4	
New Orleans Girls	Maria Knuth			2	
San Antonio Boys	Jorge Garza	2		1	0
San Antonio Girls	Laura Garza	16		1	0

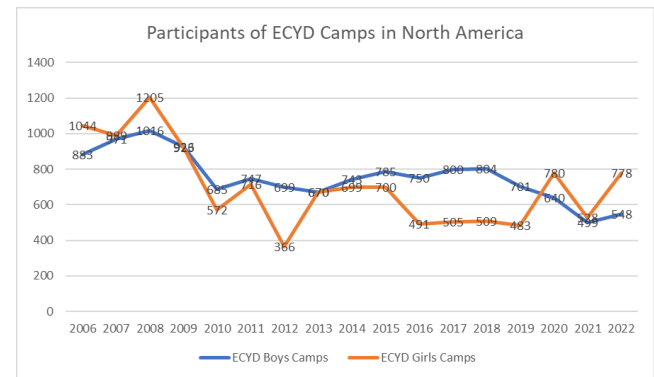
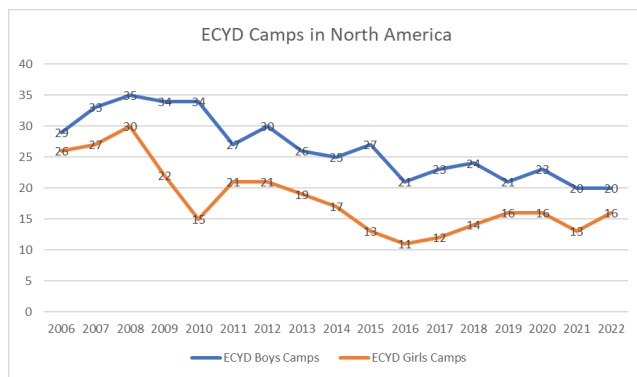
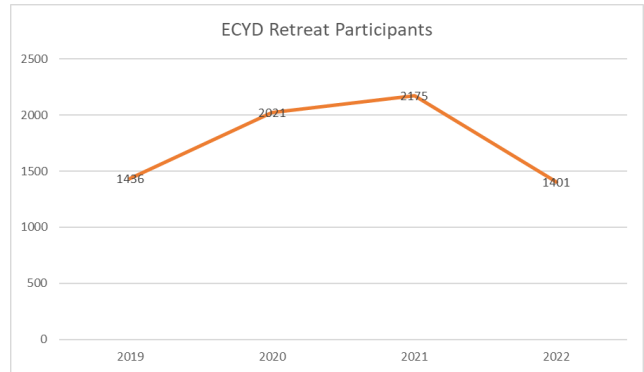
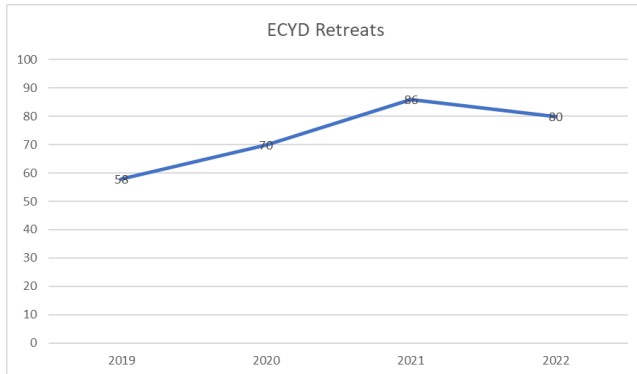
Section	High School Participants	High School Pledge	Middle School Participants	MS Pledge	Total Participants	Total Pledge
Atlanta Boys	350	136	350	80	700	216
Atlanta Girls	190	53	270	90	460	143
Calgary Girls					50	29
Chicago Girls	10		70		80	20
Cincinnati Boys					100	100
Cincinnati Girls					190	100
Dallas Boys					500	85
Dallas Girls	30		100		130	
Detroit Boys					40	15
Detroit Girls					40	15
Houston Boys	35		75		110	10
Houston Girls	110		35		145	
Louisiana Boys	30	23	300	50	330	73

Section	High School Participants	High School Pledge	Middle School Participants	MS Pledge	Total Participants	Total Pledge
Louisiana Girls	50		215		265	
Philadelphia Boys		27		2	100	29
Philadelphia Girls		6		3	100	9
San Antonio Boys	5		34		39	0
San Antonio Girls	4		40	1	44	1
San Jose Boys	5		33		38	0
San Jose Girls	7	3	27		34	3
Ontario Boys					100	35
Ontario Girls					100	25
Washington DC Boys	12		118		130	30
Washington DC Girls	25	20	65	20	90	40

	Participants	Pledge
<b>Total</b>	<b>3915</b>	<b>978</b>
Boys	2187	593
Girls	1728	385

## ECYD Events

- ECYD sections offer a host of events where their members and teams gather to deepen in their ECYD spirituality and formation, serve together in apostolate, and bond in activities full of mystique and fun. These range from monthly missions, Holy Week missions, parties to celebrate our patron saints, father and son campouts, mother and daughter retreats (and similar combinations...), pilgrimages and vocational trips, national retreats and conventions, international missions, etc.
- Our summer camps and retreats are particularly important as they bring the full ECYD experience to the adolescents and provide a good opportunity for them to make their ECYD Pledge of Friendship with Christ and one another in ECYD.
- There are three camp properties either owned or connected in some way to Regnum Christi: Camp River Ridge (Indiana), Camp Bocamb (Louisiana), Camp Castleton (Virginia). Other localities use local third-party campgrounds or properties that RC families and friends make available for camp use. National events also make use of LC facilities including the Novitiate and College for Humanities in Connecticut and Sacred Heart Apostolic School in Indiana.

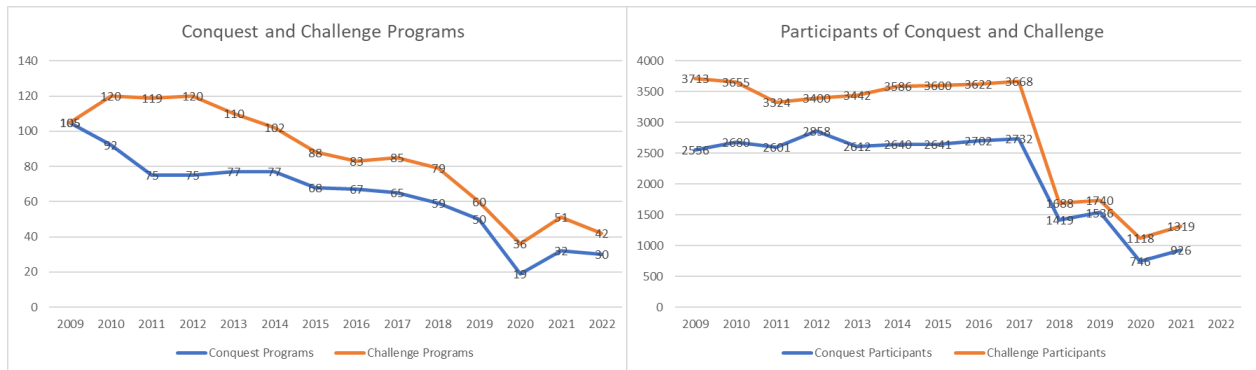


## ECYD Program Development

- The reach of Challenge and Conquest was hit hard during the Covid pandemic. Many older, struggling locations did not return once we were able to run clubs again.
- All our clubs now receive ongoing training and support and are connected with local ECYD events when possible.
- In the past few years we have shifted Conquest and Challenge to be resources to better support the mission of ECYD and the growth of the sections.
- The curriculum offers two (adolescent and Christian) of the three fundamental guidelines for an ECYD formation program. The remaining guideline is that of ECYD, which is being developed so we can offer our sections a full formation program for weekly ECYD meetings.
- Challenge and Conquest also offers ECYD sections easier access to work inside institutions. Working in institutions makes working with minors easier because the institution covers the Safe Environment and Liability practices that would

normally burden an ECYD section. Institutions also provide consistent pools of families: parents to be ECYD formators, and their adolescent to be members of ECYD.

### Conquest and Challenge through the years (2009-2022)



### Alignment as Resources for ECYD Life

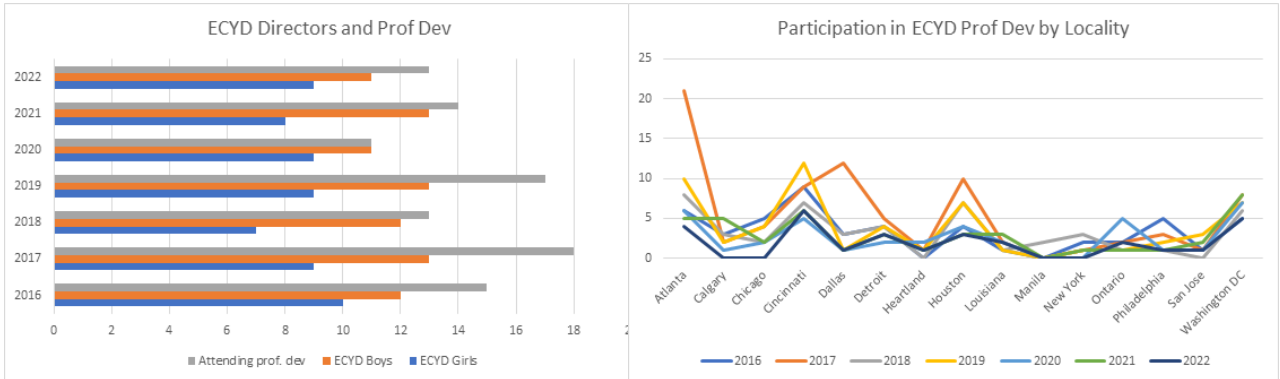
- In 2019, Challenge and Conquest were structurally moved under the ECYD Life Department and supported by the ECYD Programs team. This move has favored their place in localities as resources for ECYD team life and formation given their reality as ECYD programs, while also allowing them to be licensed as stand-alone programs in parishes, schools, etc.
- Beginning in the 2023 school year, the funds from licensing fees paid by Challenge and Conquest clubs located in ECYD sections will remain local to financially support the growth of the section and ECYD identity in those clubs.
- Beginning in the 2023 school year, ECYD teams registered under RC Activities will have access to use the Challenge and Conquest curriculum guidebooks (rather than access to the guidebooks being limited to registered clubs).
- On the new, upcoming ECYD website, Conquest and Challenge will be relocated from their own website to their place as programs under ECYD, as part of the RC family, providing greater clarity on their relationship to ECYD.
- Through the ongoing support and training of Challenge and Conquest leadership, their connection to ECYD is thoroughly explained.
- The “ECYD Discount” continues to be offered to all the programs in order to encourage the growth of ECYD through the programs.

## ECYD Life Department Priorities

### Form formators and provide them formation resources

- Regular accompaniment and support to ECYD Directors is being provided by members of the ECYD Life Department, increasing over the past years from one touchpoint per semester towards monthly contact.
- A professional onboarding process for newly named ECYD directors has been developed and implemented over the past 3 years.
- Since 2019 we have been developing an online ECYD Training Course with various modules for ECYD formators. It began with the development and roll-out of the ECYD 101 Video Series for all RC members, with its companion workbook. We aim to have the first 4 modules completed by 2024.
- Each year ECYD directors and any members from their leadership teams whom they invite gather for a leadership summit for collaboration and strategic planning on selected themes. Beginning in 2021 we shifted to gender-specific summits every other year to provide a space for focusing on the diverse needs of boys and girls. We extend this collaboration through each quarter of the year by 2 collaboration webinars and planning time during our professional development week.
- ECYD program directors, e.g. Challenge and Conquest club presidents, are offered support through in-person or virtual training, quarterly coaching calls, and 1-1s each semester - depending on need and request.
- A biannual International ECYD Team Leader Convention was kicked-off in 2020, gathering high school ECYD and young adult RC leaders from the whole world in Rome. Members from our territory have participated each session - in 2020, 2023 and look forward to returning in 2025.
- Professional development for ECYD directors and formators has been offered systematically every year since 2016. From 2016-2020, ECYD Weeks 1-5 were held with an average of 57 participants at each. They helped form a great unity among ECYD leadership and formators concerning ECYD Identity and essential elements as presented in the newly approved ECYD Statutes: ECYD identity, formation, life, and adolescent development. Since 2021, professional development has focused on building up ECYD sections through the formation of formators: building ECYD leadership teams, the mechanics and dynamics of teams, forming and accompanying team leaders. An average of 35 participants

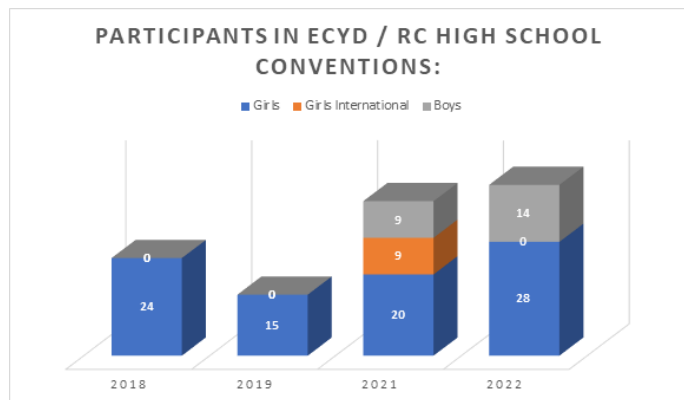
have attended each year. Additionally, 7 local training weekends for adult ECYD formators have taken place from 2018 to the present, bringing to the localities

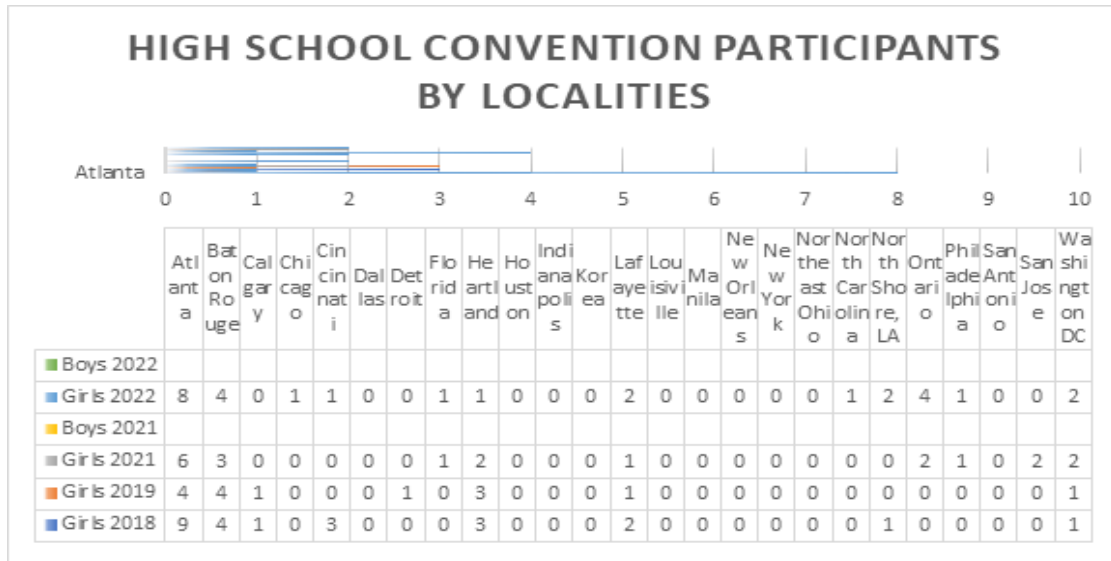


the formation and content of the national professional development days. The department is preparing a new program of professional development beginning in 2025.

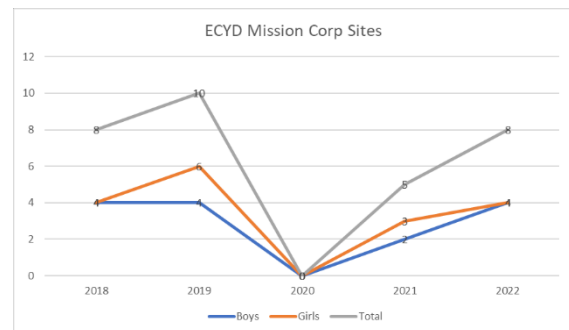
### Build and promote national resources that help ECYD Life grow in the localities

- National Conventions:** Our 2017 ECYD Leadership Summit participants identified high school as a focus-age for our ECYD sections. The national girls' conventions had stopped 2010-2011. Since then, national high school conventions restarted for the girls (2018-) and the boys (2021-). The goal of these conventions has been to strengthen the ECYD/RC identity and sense of ownership among the high schoolers, form them as leaders in the ECYD sections and future leaders of RC, and bridge the gap between ECYD and RC. It is to be noted that for many years high school boys from across the US and Canada have gathered over New Year's in Cheshire, CT, for the Ignition Retreat run by the RCMC. These successful retreats have become more and more ECYD and RC oriented, but highlight a "retreat" experience over a formation focus, which is more proper of a convention. Finally, an annual national middle school boys convention was restarted in 2021 in Rolling Prairie, IN, as the National ECYD Sports Tournament (with about 60 participants).

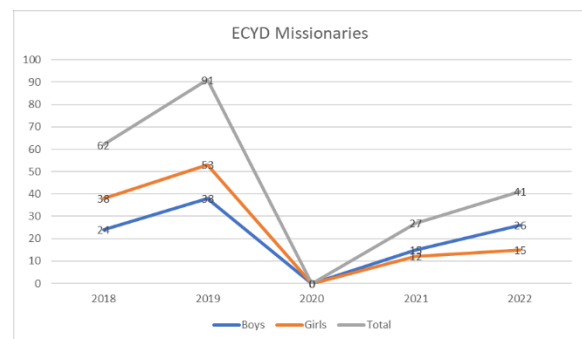




- ECYD Missionaries:** Each year our ECYD directors have the opportunity to nominate and invite rising 10th – 12th grade ECYD members from their sections to be ECYD missionaries for the summer, available to be sent to one of the ECYD Mission Sites established in North America and even internationally. The ECYD Mission Corps program helps the high schoolers experience and discern the possibility of giving a year as a Regnum Christi Missionary. From 2017 until 2022, 62% of the RCMC were ECYD members, 30% of them were ECYD missionaries, and since 2019, 19% of them have participated in national conventions.



- An ECYD curriculum** for middle schoolers is being developed for team leaders to foster ECYD life in our ECYD teams, clubs and programs – in a way that complements the Conquest, Challenge, and LTP curriculum.
- In order to provide an appropriate platform for ECYD Life and ECYD





programs' resources to be readily accessible for our formators, team leaders and members, a **new website** is being built, hand-in-hand with a national marketing and social media plan.

#### Strengthen teamwork and professional development of the ECYD Life Department

- Starting in 2019, the territorial ECYD coordinator role has evolved to a department model (currently 5 members), with a department director who supports the ECYD directors, oversees the ECYD programs, e.g. Conquest, Challenge and LTP, and facilitates ECYD Life nationally. The department team members have been gathering quarterly for in-person meetings and weekly for virtual meetings.

## Appendix 2 - RC Life Department

The Regnum Christi Life department provides the means needed (training, coaching, accompaniment, resources, etc.) to enable and encourage Regnum Christi members to live the five dimensions of their Regnum Christi identity fully. The department provides support to all Regnum Christi lay members and all those Legionaries, Consecrated Women and lay faithful serving in key roles (section directors, team leaders, spiritual directors, chaplains, etc.), plus oversees those territorial governed apostolates that serve this audience in localities, namely: the RC Spirituality Center and RC Mission Corps.

1. Context: 85 Section Directors in the Territory
  - 20 Young Adult Section Directors (Some serve both men and women)
    - 11 LCs
    - 2 CRCs
    - 3 lay
  - 25 Men's Section Directors (14 lay, 7 LC, 4 vacant)
  - 40 Women's Section Directors (37 lay, 2 LC, 1 vacant)
  - 33 Legionaries are assigned as Chaplains to RC sections; eight to young adult sections.
  
2. Bright Spots:
  - People are associating to RC (68 registered in the first six months of 2023).
  - In 2022 a newly developed orientation and onboarding program was initiated for all section directors. Most of the female adult section directors are participating in ongoing coaching groups. Conversations during dialogues are moving from maintenance to mission and growth.
  - Newly appointed men are less likely (less than 25%) to accept the invitation to participate in orientation and even fewer attend the ongoing formative opportunities provided for by the territory.
  - Sections are beginning to entertain the idea of married couple's teams of perseverance. There is growing interest in having materials to equip RC members to lead small groups for married couples. We have explored partnering with Divine Mercy University to repurpose some of their content to create a seminar series for married couples and have re-established a relationship with the Cana Institute (formerly known as Familia) for small group resources.
  - Request for updated and engaging resources to share with others looking for formation and community experiences.

- Section directors are growing in their confidence to discern what God wants for RC in their area with their people. There are still a few primarily in diaspora settings that look for (retreats in a box) guidelines and predetermined content to help them form their members.
  - The majority of section directors attended the territorial leadership convention in the fall of 2022 and many have attended Live the Mystery conferences. They are gradually assimilating an understanding of our RC Identity and are beginning to lay the groundwork for their members.
  - Local Mission experiences within localities are increasing in popularity and regularity.
  - Apostolic energy is rising across the territory.
  - Growing interest in how we can better leverage RC Mission Corps within our current realities apostolically and in regard to boarding missionaries. A new commission to study RC Mission Corp in our territory has been formulated.
  - The new RC Young Adult Life Team is providing more extensive support and accompaniment for every RC young adult section in the territory. A growing number of young professional RC teams are transitioning to and bringing new life to men's and women's sections.
  - Structurally we have people in leadership roles in the sections (Section Directors and Chaplains).
  - RC is an international movement. Many English-speaking nations look to our territory to create engaging resources.
  - The vocation commission is evolving its understanding of how best to collaborate. The Vocation Summit is now a collaborative effort between all the branches.
3. Challenges / Obstacles in moving the mission forward.
- Sections in the diaspora are generally unsupported by the LC and CRC. It is challenging to find LCs and CRCs who are available to provide support for camps, spiritual exercises, Triduums, spiritual direction, etc. We see the disadvantage of members in this area who are trying to build something they have never seen.
  - Communication intended for the general membership often gets bottlenecked at the level of the section director.
  - RC identity is weak among many young adult teams.
  - There is often confusion about what constitutes apostolate. Many lay members are very active in their parishes but they feel that it is under-appreciated because it's not considered RC. But others are struggling to find time or motivation to take on apostolic work.
  - Economic challenges is a reality in many sections. The majority of members are not financially supporting the sections. A few carry the weight for the



many. Most families are now two income families by necessity. Members feel challenged as to where to give: to the Legion, to the CRC to their section, to the Federation?

- RC members are very busy, challenging us to find creative way of offering accompaniment and section life experiences.
- Within each section, there is a broad age range of members. We see a growing need to adapt to all the age groups: college age, young professional, young married, married with children, empty nesters, members with aging parents and elderly members.
- Current formative content available to the larger audiences (diaspora and English-Speaking nations) is dated. We need new vibrant and engaging evangelization tools by multiple family members to assist new and current members in their sharing and assimilating RC. In today's world this material needs to show RC as a credible, attractive, and inviting organization to belong to.
- We have not been able to adequately accompany those members in Australia and New Zealand.
- Accompanying the MSD's continues to be a challenge. They do not attend ongoing training or participate in any group or individual coaching. Manila and NC do reach out for occasional support.
- We don't have resources to support the Spanish teams well.
- Although we have people in key leadership positions in the sections (Directors and Chaplains) there is concern that those in these leadership positions lack the enthusiasm or stamina required of this position or have not experienced first-hand what we are asking them to build.

#### 4. Plan and Priorities

- Orientation, training and accompaniment of Section Directors aligning with the Formation Pathway priorities.
- Developing Team Leader training materials and resources aligning with the Formation Pathway priorities.
- Ongoing training and accompaniment of Spiritual Directors aligning with the Formation Pathway priorities.
- Development of RC Identity resources and initiatives, including RC discernment and new member resources
- Ongoing updating and development of new and engaging resources to support RC evangelization and formation, offered through RC Spirituality Center and through the RC Formation Pathway project.
- Promotion and facilitation of outside resources to help strengthen and evangelize married couples.
- Continued administrative support for local and international missions.



- Continued support for RC Mission Corps, implementing outcome of RCMC study.
- Create a plan to accompany and hold accountable, those LCs assigned as Chaplains.

## Appendix 3 - RC Director Support Department

The Regnum Christi Director Support department works directly with each locality's Regnum Christi director to provide direction, formation, coaching, and support in the fulfillment of their locality leadership responsibilities and acts as the liaison between the Regnum Christi directors and the Territorial Directive College Delegate.

### 1. Context

- a. There are 25 localities in the North American Territory
  - i. 8 localities have LC & CRC communities;
  - ii. 8 have just an LC community;
  - iii. 1 has just a CRC community; and
  - iv. 8 localities do not have consecrated communities.
- b. Governance
  - i. There are 20 localities with Regnum Christi directors (RCDs) and three with local colleges.
  - ii. 18 lay people are serving as RCDs or college chairs; the remainder are LCs.
  - iii. One locality does not have an RCD or local college at this point (Los Angeles)
  - iv. The sections in cities outside of the 24 localities are being served by Donna Garrett grouped into one locality called the Diaspora.
- c. The Mission Support Team assessed the level of development of the 25 localities. We have at least one locality in every stage of development: 'Spark' to 'Innovative and Leading'

### 2. Bright Spots - where we see the Holy Spirit is working in Regnum Christi

- a. The majority of locality leaders are taking on the work to develop a Locality Evangelization Plan
- b. Locality leaders are understanding their role better and are focused on mission.
- c. There is growing collaboration with RC schools in some localities.
- d. There are creative responses to local apostolic needs.
- e. Localities are taking responsibility for funding the local mission.

### 3. Challenges / Obstacles in moving the mission forward

- a. The role of the Regnum Christi Director has changed from what it was five years ago – it's a challenge to have everyone understand and figure out what that means; a challenge in fostering leadership succession; it has broad job



- requirements; there are localities at different levels of development; and it's important to change our mindsets to accept current reality as RC members are in different life stages than they were when we started RC in the 90s (more mature)
- b. Some are still internally focused on structure
  - c. People are reluctant to step into formal roles of leadership (LCs, CRCs and lay members). Lay people do not have the time necessary to be effective locality leaders. At the same time, some leaders feel there is lay member apathy.
  - d. There is confusion over the need to financially support the Regnum Christi at the territorial level
  - e. The regular turnover of Regnum Christi Directors disrupts progress made in the last years.
  - f. One of the greatest challenges in most localities is learning to learn to work together, accepting the limits and strengths of each one, deciding to build together and support each other rather than just doing everything on their own.
4. Plan and Priorities in this department
- a. To help Regnum Christi Directors and College Chairs to understand and fulfil their role (locality leadership, section director supervision and facilitating collaboration)
  - b. To facilitating leadership succession planning in localities; ensuring a team in place to lead the locality
  - c. To support localities in the Locality Evangelization Planning Process
  - d. To support localities in the development of financial health