



The Mankind Project
Los Angeles Area

Addendum #1

MKPLA Area Stewardship Council Positions



5.4. Lead Area Team Positions

The following positions have been created to fulfill the responsibilities delegated to the Lead Area Team by the Community. It is the intention of the Community to have each position filled by a qualified Member of the Community selected at the annual Community Meeting in August. In the event that:

- a) a qualified Member is not selected at the annual Community Meeting; or
- b) a Lead Area Team Member resigns, is removed; or
- c) the position becomes vacant for any reason during the term of the Lead Area Team.

The position may be filled by a qualified Initiated Man who has agreed to accept the responsibilities of the position and is selected by the Community at a special Community Meeting. The Area Stewardship Council shall announce the availability of the open position to the Community (no less than 30-days prior) to elections.

Initiated Men seeking a vacant position shall advise the Area Steward. The selection of the Initiated Man shall be conducted in the same manner as if selected at the annual Community Meeting. The selected Initiated Man shall serve out the remainder of the term of the position.

Lead Area Team members will receive a nominal stipend based on the approval of the annual operating budget.

At any time that no qualified Initiated Man is available and selected to fill a Lead Area Team position, the duties of the position will be delegated to another member of the Area Stewardship Council in an “acting” role to ensure that all responsibilities are covered. Initiated Men from the Community may be recruited to perform duties of unfilled Area Stewardship Council positions under the direction and supervision of the remaining Lead Area Team.



5.4.1 Area Steward

Role: Lead and inspire the Area Stewardship Council

Functions include:

- Lead Contact for the Area Stewardship Council representing the collective voice and wisdom of the Stewardship Council.
- Assists and guides the Area Stewardship Council with the primary function of growing strong communities in the Area.
- Attend MKP USA Area Steward/Center Director Council call and other in-person meetings/conferences, etc.
- Be placed on the MKP USA Area Steward/Center Director V-Group and monitor for important updates and distribute them as needed.
- Shadow Watcher
- Read and Sign the Area Agreement.

Support Services Contact:

Dan Baldwin - MKP USA Community Development and
Membership Director

Greg Gondron - MKP USA Center Training & Operations
Coordinator



5.4.2. Area Administrator

Role: Oversee (with the support of MKP USA Support Services, the Area Steward, and the Area Community Coordinator) the operations of the Area. Working with the Area Community Coordinator, ensure that necessary Area administrative duties are completed and MKP USA policy and procedures are adhered to in the Area and its Communities.

The Area Administrator oversees the following Area Support Team Positions:

- Area Financial Coordinator
- Assistant Area Administrator
- Training Coordinator
- Primary Integration Training (PIT) Council Chair
- Financial Aid Coordinator
- Fundraising Coordinator
- Area Scribe
- Area Web Coordinator
- Other functional roles can be added as needed depending on the Area's strengths and needs.

Functions include:

- Primary Contact for the Area as it relates to operations and administration.
- Understands the MKP USA policy and procedures as they apply to NWTAs and Area Administration.
- Oversee the administrative operations of the Area.
- Supports Area and Community operations.
- Assists in the creation and growth of new Communities by providing resources, inspiration, and best practices.
- Attends monthly MKP USA Area Administration and other appropriate calls



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Support Services Contact:

Dan Baldwin - MKP USA Community Development and
Membership Director

Greg Gondron - MKP USA Center Training & Operations
Coordinator



5.4.3 Area Community Coordinator

Role: Oversee (with the support of MKP USA Support Services, the Area Steward, and the Area Administrator) the Community Growth and Development in the Area. Working with the Area Administrator, ensures that necessary Area administrative duties are completed and MKP USA policy and procedures are adhered to in the Area and its Communities.

The Area Community Coordinator oversees the following Area Support Team positions:

- Area I-Group Coordinator
- Initiated Man Tracking Coordinator
- Outreach Coordinator
- Leader Body Council Chair
- Elder Body Council Chair
- Multicultural Council Chair
- Lodge Keepers Society (LKS) Council Chair
- MKP USA “Membership Coordinator
- Other functional roles can be added as needed depending on the Area’s strengths and needs.

Functions include:

- Understands the MKP USA policy and procedures as they apply to Community Growth and Development.
- Oversee the outreach and constituency operations of the Area.
- Supports Area and Community operations.
- Assists in the creation and growth of new Communities and Constituencies by providing resources, inspiration, and best practices.
- Attends monthly MKP USA Area Administration and other appropriate calls.



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Support Services Contact:

Dan Baldwin - MKP USA Community Development and
Membership Director

Greg Gondron - MKP USA Center Training & Operations
Coordinator



5.5. Area Support Team Positions

The following positions have been created to fulfill the responsibilities delegated to the Area Stewardship Council by the Community. It is the intention of the Community to have each position filled by a qualified Member of the Community as delegated by the Lead Area Team.

These positions are not voted on by the Community. They are either delegates of the various constituencies (as detailed below) or recruited by the Lead Area Team to fill these positions.

At any time that no qualified Initiated Man is available and selected to fill an Area Support Team position, the duties of the position will be divided and distributed among the remaining members of the Area Stewardship Council to ensure that all Area Stewardship Council responsibilities are delegated to other Area Stewardship Council Members. Initiated Men from the Community may be recruited to perform duties of unfilled Area Stewardship Council positions under the direction and supervision of the Lead Area Team.



5.5.1. Assistant Area Administrator

This position is appointed by the Lead Area Team and reports directly to the Area Administrator.

The responsibilities of this man are to serve as “glue” for the Community by providing the following central support functions:

- to carry out the functions of the Area Administrator in his absence, or when he is reasonably unavailable to do so.
- to help prepare the Administrative component of the annual operating plan and budget.
- to ensure that appropriate quantities of all supplies and printed materials [forms, brochures, etc.] are available and at hand.
- to arrange for all routine and approved payments for rental fees at our meeting locations, etc. (with Area Financial Coordinator).
- to locate, negotiate with, schedule, and manage ongoing relationships with all Community meeting, function, and training facilities; to ensure we have an executed lease in place for each venue we use; and to ensure that each venue has a current Certificate of Insurance on file.
- to keep on file the most current 501(c)3 filing status paperwork.

Support Services Contact:

Dan Baldwin - MKP USA Community Development and Membership Director

Greg Gondron - MKP USA Center Training & Operations Coordinator



5.5.2. Area Web Coordinator

This position is appointed by the Lead Area Team.

Role: Coordinate web related functions in an Area including MKPConnect edits, V-Groups, and Public Web Pages.

Functions include:

- to supervise those with MKPConnect Edit Privileges, Web Page, and Communication Administration.
- to be trained in Edit Privileges and provide edits as needed.
- to be listed on Edit Team for Area in MKPConnect and respond to inquiries in timely fashion.
- to administrator of Area V-Groups
- to understands MKP USA policy and procedures as they apply to V-Groups, email distribution, Confidentiality, and Intellectual property rights pertaining to web pages and provide oversight for compliance.
- to coordinate and train men in the use of Google apps and in the Area.
- to maintain the public Area web page and Area MKPConnect pages providing edits when needed.
- to attend any MKP USA (virtual or in-person) trainings necessary to understand policy and procedure as it relates to getting IT.
- to receive all incoming communications and forward or distribute to the appropriate parties and respond when not possible to forward or distribute.

Support Services Contacts:

Boysen Hodgson - MKP USA Communication/Marketing
Director - Marketing and Web Pages

Keith Jarvis - MKP USA Administration Director -
MKPConnect data, V-Groups and google apps.

John Bacon - MKP USA IT Director - MKPConnect and IT



5.5.3. Elder Body Council Chair

This position is elected by the members of the Elder Council to be the direct contact/representative for the Elder Council to the Area Community Coordinator.

The responsibilities of this man are:

- to maintain the Elder wisdom and energy for the Community.
- to develop and maintain a list of those men in the Community who are Declared Elders and those men who have been certified as Ritual Elders, as per national Elder Council definitions.
- to involve interested Declared Elders in the Elder Council.
- to propose and develop agendas for the Elder Council.
- to conduct Elder Council meetings.
- to support accountability of the Elder Council to its responsibilities and commitments.
- to ensure that a Ritual Elder (preferable), or a Ritual Elder in Training specifically assigned by the Ritual Elder Coordinator, is on every New Warrior Training Adventure weekend.
- to prepare the Elder Council component of the Annual Operating Plan and Budget.
- to participate in and represent the Community at MKP USA Elders meetings and activities.
- to participate in telephone bridges and the Elder Network of the Elder Council of MKP USA.
- to promote participation of at least one Declared Elder in each PIT.

Support Services Contacts:

Jim Fannon - MKP USA Elder Representative



5.5.4. Training Coordinator

This position is appointed by the Lead Area Team and reports directly to the Area Administrator.

The responsibilities of this man are:

- to prepare the Training component of the annual schedule and budget.
- to prepare, maintain, and distribute the Community master calendar for all upcoming Community events, trainings, meetings, and service opportunities a minimum of once a month.
- to make contractual arrangements for the site location of NWTAs for upcoming year (with Assistant Area Administrator).
- to enter required NWTA logistical information in MKPConnect system and to allow men access to the NWTA Staff Application. This includes Leader names, Staff Application Deadline, Staff Selection date, Staff Announcement date, Four Week-Out Meeting, Arrival Schedule for NWTA, and the Homecoming Celebration (with Area Web Coordinator).
- to recruit men for NWTA key coordinator positions such as Weekend Operations Manager (WOM), Weekend Coordinator (Staff Coordinator), Materials, Medic, and Physician CMR Reviewer.
- to coordinate with the Outreach Coordinator, the WOM, and the Staff Coordinator; serve as Registrar for all community trainings including the Initiates for the NWTA.
- to supply detailed information to the Communications Coordinator for announcement of all trainings.
- to coordinate the preparation and Leader staffing for all community trainings in accordance with the MKPUSA Covenant (with Leader Body Chair).
- to assist the NWTA Leader Team in the staff selection process and population of the Outline.
- to coordinate with the WOM and the Staff Coordinator that all Staff, MOS, and Initiate CMRs have been reviewed and approved by the physician prior to Thursday noon of the NWTA.
- to alert Leader on Point of any medical or mental health concerns reported by the physician.



- to hold the WOM and the Staff Coordinator accountable to their responsibilities for each specific training weekend.
- to coordinate with the WOM and the Staff Coordinator that all Staff, MOS, and Initiate paperwork and payments have been made on time.
- to review all staffing applications and coordinate with the Leader Body and Lead Area Stewardship Council Operational Team on NWTA Weekend staff selection.
- to ensure that any credit card payment plans have been entered on PayPal.com (with Area Finance Coordinator).
- to request and arrange Leader stipend via direct deposit upon completion of training.
- to request and deliver NWTA site rental payment check.
- to monitor the activities of the NWTA weekend to ensure the conscious intention of creating a safe container for the initiation process (with Area Steward).
- to submit all checks and an accounting of all credit card payments and payment plans to Treasurer for Staff, MOS, and Initiate fees for NWTA and other trainings.
- to submit receipts and reimbursement requests to accountant for all training and travel related expenses.
- to ensure that all stipend recipients have a W9 on file with MKP USA.
- to prepare and submit to MKP USA Operation Pre-weekend Checklist, Weekend Report, Incident Reports, Staff Roster and New Brother Roster.
- to update MKPConnect (or appropriate MKP database) with the number of staffings for all staff, New Brother data, and add New Brothers to V-Groups once NWTA concludes for the weekend.

Support Services Contacts:

Greg Gondron - MKP USA Center Training & Operations
Coordinator

Keith Jarvis - MKP USA Administration Director -
MKPConnect data, V-Groups and google apps.



5.5.5. Area I-Group Coordinator

This position is elected by the members of the I-Group Representatives Council to be the direct contact/representative for the I-Group Council to the Area Community Coordinator.

Role: Support the growth and quality of I-Groups and circles by providing resources to communities.

Functions include:

- to create and Coordinate an Area I-Group Council to assist Local Communities in supporting their I-Groups and circles by providing resources, inspiration, and best practices.
- to assist the I-Group Representatives in the creation of Area supports for I-Groups and circles such as an I-Group Representatives conference call.
- to serve as the initial contact (first face) of the organization for new men curious about MKPLA, I-Groups, and the NWTA, and to invite these men in to join and build the Community (with Outreach Coordinator).
- to attend monthly MKP USA IGC calls to learn about and help create more resources to support I-Groups.
- to maintain connection with community I-Group and Circle support teams and facilitators.
- to assist men in finding I-Groups and Circles.
- to provide support to Community PIT teams when needed (with PIT Council Chair).

Support Services Contacts:

Rick Morgenstern - MKP USA I-Group Council Chair

Dan Baldwin - MKP USA Community Development and Membership Director



5.5.6. Initiated Man Tracking Coordinator

This position is appointed by the Lead Area Team and reports directly to the Area Community Coordinator.

The responsibilities of this man are:

- to maintain an accurate, up to date record of all Initiated Men's status [I-Group membership, Leader Track, trainings attended, Active or Inactive, etc.] in MKPConnect database (with Area I-Group Coordinator and Area Web Coordinator).
- to provide data, as needed, to other men working for the Community.
- to coordinate with the Assistant Area Administrator and Area Stewardship Council Members to ensure that the database has current information on all Initiated Men.
- to provide a monthly report on Initiated Men to the Area Community Coordinator.
- to prepare the Initiated Men Tracking component of the annual operating plan and budget.
- to coordinate with the MKP USA Membership Coordinator to promote "membership" in MKP USA including financial contributions to MKP USA.

Support Services Contacts:

Keith Jarvis - MKP USA Administration Director -
MKPConnect data, V-Groups and google apps.



5.5.7. Lodge Keepers Society (LKS) Council Chair

This position is elected by the members of the LKS Council to be the direct contact/representative for the LKS Council to the Area Community Coordinator.

The responsibilities of this man are:

- to represent the consensus-based traditions of the NWTA Purification and Renewal Ceremony (“P&RC”) within the community and on Area Stewardship Council - be the "voice" of the MKPLA LKS on Area Stewardship Council.
- to oversee the appointment of MKPI Lodge Keeper Society International (“LKSI”) certified representatives to hold the following roles during MKP-LA NWTAs with a passing of tobacco ritual or tradition for all MKPLA events that include a P&RC.
- to coordinate the appointment of interested Initiated Men to Staff Men during a MKPLA NWTAs to hold roles on the LKS P&RC Team ("Lodge Team").
- to coordinate the LKSI process of mentoring and recognizing of MKPLA LKS Weekend Leadman and LKS P&RC Leaders.
- to enroll interested Initiated Men into the LKS Council.
- to propose and develop agendas for LKS Council meetings with a passing of tobacco ritual or traditional.
- to conduct the LKS Council meetings.
- to support the integrity of the LKS Council to its responsibilities and commitments to the Community and LKSI.
- to prepare the LKS Council component of the annual operating plan and budget.
- to participate in and represent the Community at the MKP USA/MKPI LKS meetings and activities, or designate a man (men) to attend in his place.
- to participate in telephone bridges of the LKSI.
- to maintain an attitude of service to life and spirit of "give-away" and facilitate in others an awareness of all that is alive and connected.

Support Services Contacts:

Urs Blumer - LKS International Chair

Rick Hanson - MKP USA LKS Chair



5.5.8. Leader Body Council Chair

This position is elected by the members of the Leader Body Council to be the direct contact/representative for the Leader Body Council to the Area Community Coordinator.

This man must be a certified Leader or Co-Leader who sits as an active member of the Leader Body Council. The responsibilities of this man are:

- to enroll Initiated Men with a passion to serve in the Leader Track and Leader Body Council.
- to propose and develop agendas for Leader Body meetings.
- to conduct Leader Body Council meetings.
- to support the integrity of the Leader Body to its responsibilities and commitments.
- to prepare the Leader Body component of the annual operating plan and budget.
- to participate in and represent the Community at MKP USA Leader Body meetings and activities.
- to support that men with a passion for service are mentored and trained to become Project-certified Leaders and Co-Leaders in order to support the Community's NWTA Weekends, and other trainings and events when and where requested by the Area Stewardship Council.
- to organize and coordinate the certified leader teams for each local training, including local and out of town certified leaders.

Support Services Contacts:

Francis Borchers - MKP USA Leader Body Chair



5.5.9. Financial Aid Coordinator

This position is appointed by the Lead Area Team and reports directly to the Area Administrator.

The responsibilities of this man are:

- to work closely with the Fundraising Coordinator, Outreach Coordinator and Training Coordinator to identify and obtain funds for financial aid purposes, and sound the call to the Community for sponsorship funds.
- to devise, maintain, and improve standards and conditions for applying, reviewing, and recommending the granting or denying of financial aid applications; coordinate with Treasurer to hand off sponsorship data to MKP USA Finance.
- to coordinate with Outreach Coordinator and Training Coordinator the review of, and recommendation to, the Area Stewardship Council for all candidates to receive financial aid.
- to communicate with donors and sponsors to ensure that they are honored and involved in the process of supporting men's training experiences.
- to prepare the Scholarship component of the annual operating plan and budget.
- to prepare and distribute a monthly report on the status of new and existing financial aid commitments to the Area Stewardship Council.
- to follow up with Initiated Men who are out of integrity with financial agreements made prior to the NWT.A.

Support Services Contacts:

Scott McGregor - MKP USA Finance Director
and Scott Ryder



5.5.10. Area Scribe

This position is appointed by the Lead Area Team and reports directly to the Area Administrator.

The responsibilities of this man are:

- to support that all Initiated Men are notified about all upcoming Community meetings.
- to record the names of those Initiated Men present at Community and Area Stewardship Council meetings in the official minutes of those meetings.
- to record the actions taken at all Community and Area Stewardship Council meetings in the form of meeting minutes.
- to keep a permanent record of all adopted and approved proposals submitted and considered at Community and Area Stewardship Council Meetings, in addition to the actions taken as reflected in the minutes.
- to prepare and make available the meeting minutes to all meeting participants and to all Initiated Men (in the case of Community Meetings), and prepare and distribute them to all Area Stewardship Council Members) in the case of Area Stewardship Council Meetings) via Google Apps.
- to develop and maintain a file system plan document that governs all processing, labeling, filing, retention, and disposal of Community files in conjunction with the Area Web Coordinator via Google Apps.
- to receive, maintain, and keep safe all Community files, records, documents, artwork, templates and archival materials in accordance with the file system plan.

Support Services Contacts:

Dan Baldwin - MKP USA Community Development and
Membership Director



5.5.11. Outreach Coordinator

This position is appointed by the Lead Area Team and reports directly to the Area Community Coordinator.

The responsibilities of this man are:

- to serve as the initial contact (first face) of the organization for new men curious about MKPLA, I-Groups, and the NWTAs, and to invite these men in to join and build the Community (with Area I-Group Coordinator).
- to identify opportunities in which outreach efforts can be made; effectively manage marketing materials, outreach team(s), and outreach efforts to effectively “reach out” with each opportunity.
- to conduct active and ongoing Outreach recruitment and solicitations to enroll men on NWTAs weekends and to supervise and direct the outreach activities of volunteers.
- to prepare and distribute to the Lead Area Team a monthly report on Outreach and NWTAs Enrollment; make regular and timely reports to the Community about the current state of Outreach.
- to prepare the Outreach component of the annual operating plan and budget.
- to make regular and timely reports about NWTAs registration and preparation to the Training Coordinator and the Community via V-Groups.
- to serve as the initial contact for Outreach email, web, and 800 phone number; ensure smooth transitions of these technologies between successive Outreach Coordinators.
- to manage the Outreach database and creation and distribution of all Outreach supplies, including but not limited to brochures, flyers, and business cards.
- to manage and coordinate the Outreach Team, Circle of Men Coordinator, and Financial Aid Coordinator; in the absence of these two positions being filled, ensure these responsibilities are accounted for.
- to maintain a contact-tracking system for managing and tracking ongoing communication with all men who inquire about the NWTAs Weekend on Google Apps.



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Support Services Contacts:
Dan Baldwin - MKP USA Community Development and
Membership Director



5.5.12. Area Financial Coordinator

This position is appointed by the Lead Area Team and reports directly to the Area Administrator.

Role: Coordinate with MKP USA Finance (and all teams & constituencies) to prepare an annual Area Budget and support all financial transactions (depositing checks, paying bills, running Profit and Loss Reports and distributing this information to decision makers). (This AFC position is similar to the former Treasurer role but now this person has the support of full-time staff at MKP USA Finance who provide bookkeeping, budget, reconciliation, oversight and encouragement to the local AFC's.)

Functions include:

- to verify all Area spending.
- to understand the Area budget process, receipt and disbursement systems.
- to be the lead contact for financial issues between MKP USA and Area operations.
- to attend Finance trainings and meetings (virtual & in-person) as needed.
- to arrange for all routine and approved payments for rental fees at our meeting locations, etc.

Support Services Contacts:

Scott McGregor - MKP USA Finance Director
and Scott Ryder



5.5.13. Multicultural Council Chair

This position is elected by the Multicultural Council and reports directly to the Area Community Coordinator.

The responsibilities of this man are:

- to act as the primary contact person, visionary, facilitator, monitor, and motivator for multicultural awareness in the community.
- to co-create a multicultural vision for the community, including increased awareness and appreciation of diversity by all men and outreach to other communities.
- to form and facilitate the activities of a Multicultural Council and Court of Support which disseminate and further activate the multicultural vision.
- to assess and report on the status of the Community as it relates to inclusivity, using data about its racial, socioeconomic, religious/spiritual, sexual orientation, physical ability and other diversity.
- to communicate with the Community in order to increase awareness, understanding, and celebration of diversity.
- to arrange activities and events related to multicultural diversity, including circles, workshops, and conferences such as:
 1. “Issues and Isms,” MKP’s (leader track required) introduction to multiculturalism.
 2. “Access to Allies,” an I&I follow-up workshop that addresses deeper relationships among men of difference.
 3. Gateway NWTAs, which focus on the backgrounds and needs of diverse populations.
- to prepare the Multicultural component of the annual operating plan and budget.
- to participate in the MKPI Multicultural Council (MCC) through communication and activities to collaborate with other communities, including participation in the annual MCC Conference.

Support Services Contacts:

Dennis Nicely – MKP USA Multicultural Council Chair



5.5.14. MKP USA “Membership” Coordinator

This position is appointed by the Lead Area Team and reports directly to the Area Community Coordinator.

The responsibilities of this man are:

- to seek out and encourage the participation of men and women in the MKPLA Community Area by becoming “Members” of MKP USA.
- to coordinate with MKP USA on all Membership enrollment activities.
- to encourage voluntary financial contributions to MKP USA.
- to provide a monthly report on MKP USA Membership of Initiated Men in the MKPLA Community.
- to prepare the Membership component of the annual operating plan and budget.
- to ensure that MKPLA’s Membership database is maintained and to verify this information is accurate on MKPConnect.

Support Services Contacts:

Dan Baldwin - MKP USA Community Development and Membership Director

Jon Levitt - MKP USA Development Director

Keith Jarvis - MKP USA Administration Director - MKPConnect data, V-Groups and google apps.

John Bacon - MKP USA IT Director - MKPConnect and IT



5.5.15. Primary Integration Training (PIT) Council Chair

This position is elected by the members of the PIT Council to be the direct contact/representative for the PIT Council to the Area Community Coordinator.

The responsibilities of this man are:

- to work with the Training Coordinator to ensure that all Initiated Men receive the opportunity to participate in the PIT following each NWT weekend training.
- to work with the I-Group Coordinator to facilitate the placement of New Brothers into I-Groups.
- to oversee and monitor the collection of contributions, donations, or fees from New Brothers attending the PIT (with Area Financial Coordinator).
- to work closely with the facilitators of the PIT to ensure that they are trained and skilled appropriately through the assistance and mentorship of the PIT Council and Leader Body Council, and ensure that MKP USA protocols are used in a good way.
- to nurture and oversee the PIT Facilitator Leadership Track and to hold meetings that allow for PIT Facilitators to be hot-seated for PIT Leadership Track.

Support Services Contacts:

Rick Morgenstern - MKP USA I-Group Council Chair



5.5.16. Fundraising Coordinator

This position is appointed by the Lead Area Team and reports directly to the Area Administrator.

The responsibilities of this man are:

- to coordinate the fundraising activities of MKPLA so that all reasonable efforts are made to garner adequate funds for scholarships for men in need of financial assistance who want to attend the New Warrior Training Adventure; or for Initiated Men from the MKPLA Community who are in need of financial assistance who want to attend PIT and other post-NWTA trainings offered by MKPLA and MKP USA. Including but not limited to staff fees
- to recruit, train and supervise volunteer Initiated Men in raising funds and leading fundraising events.
- to present to Area Stewardship Council reports regarding fundraising activities and results of those activities.
- to coordinate with the Outreach Coordinator, Financial Aid Coordinator and Training Coordinator regarding the scholarship needs of Uninitiated Men seeking to attend an NWTA.

Support Services Contacts:

Jon Levitt – MKP USA Fund Development



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Addendum #2

MKP USA Support Structure

MKP USA Support Structure

The ManKind Project USA creates a world where men act on their individual and shared responsibility for the future of humanity by initiating and supporting men on a path of emotional maturity, spiritual awareness and deepening community.

THE
ManKind Project[®]
U S A

It begins with a man showing up for his family, friends and neighbors, a man living his mission, supported by all levels of the organization.



**Circles of Men supporting each other
with information, ideas, time and resources.**

CIRCLES:

Initiated and uninitiated men sitting in I-Groups & other circles providing a supportive environment for men's personal growth.

COMMUNITIES:

A cluster of circles and individuals in a small geographic area or city working and playing together to create a better future for humanity.

AREAS:

Communities in a larger geographic area banded together in a common purpose to support the growth of communities, circles, and men.

SUPPORT SERVICES:

National circle of men supporting the operational needs of the areas, communities, and circles. (Formerly MKP USA)

MKP USA: Men Supporting Men

A Man and His Community

At the MKP USA Annual Gathering over 100 men unanimously embraced the concept of building community. The focus of the future is on building community at the local level. Men who live in close proximity with each other growing, playing, living mission, interacting and supporting each other in their daily lives. Growing strong vibrant communities by supporting all aspects of the work we do. By including all men (graduated or not, in I-Groups or not), in all societies.

It starts with A Man, supported by all levels of our organization.

A Man supported, so that he can be the man he wants to be.

A Man, his work, his mission, his leadership, his empowerment, his passion.

Men affect their world by their connection with their family, friends, neighborhoods, businesses, colleagues and the organizations that they are involved in. They change the world by participating and interacting with all they come in contact with, simply by being better men, modeling for everyone what an empowered man looks like.

MKP USA Supports a Man on 4 Levels

CIRCLES (I-Groups & other) support a Man with personal growth opportunities.

COMMUNITIES support Circles by providing opportunities for Men to grow, play, live in mission, and learn from each other.

AREAS support Communities by attending to their operational needs, while providing inspiration, resources, guidance and best practices.

SUPPORT SERVICES supports Areas, Communities and Circles of All Men by attending to the operational needs of the organization (infrastructure, legal, financial and information systems), while providing inspiration, resources, guidance and best practices.

We All Are MKP USA!

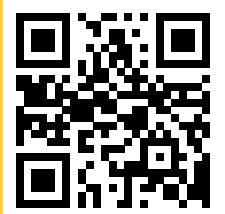
MKP USA, men working and playing together in the spirit of harmonious cooperation for a better future for humanity.

THE
ManKindProject[®]
U S A

**Connect with
MKP USA
Circles,
Communities,
Areas, and
Support Services at
mkpconnect.org**

Find

- New Warriors
- I-Groups
- V-Group Mailing Lists
- News
- I-Group Processes
- Community Info.
- MKP Info.
- Staffing Opportunities
- Leadership Trainings
- Upcoming Events





The Mankind Project
Los Angeles Area

Addendum #3

MKP USA Area Functions, Roles, and Titles

Area Functions, Roles, and Titles

In 2015 MKP USA will move to having unified titles for men in Lead Area Operational Support Roles. The need is to simplify terminology for common understanding and to develop efficient ways of finding and communicating with men performing Area operational functions.

Advice was sought from many committees before the five Titles and Roles were decided: Area Steward, Area Administrator, Area Financial Coordinator, I-Group Council Chair, and Area Web Coordinator.

In January 2015 Support Services will engage each Area to help identify the men that will be listed in each of these roles.

Titles for Lead Roles

Below are five Area functions that represent the minimum set of roles needed to support the growth of an Area and its Communities. Note: MKP USA Support Services suggest these as recommendations. We acknowledge each Area has their own unique needs, strengths, and culture and ultimately needs to decide what works best for them. However, in future correspondence from Support Services this will be the language we will use.

Area Steward

Role: Lead and inspire the Area Stewardship Council

Functions include:

- Lead Contact for the Area Stewardship Council representing the collective voice and wisdom of the Stewardship Council.
- Assists and guides the Area Stewardship Council (made up of the Community Coordinators) with their primary function of growing strong communities in the Area.
- Attend MKP USA Area Steward/Center Director Council call.
- Be placed on the MKP USA Area Steward/Center Director V-Group and monitor for important updates and distribute them as needed.
- Read and Sign the Area Agreement. (What will replace Covenant).

Lead Support:

Community Development and Membership Director (Dan Baldwin)

Area Administrator

Role: Oversee, with the support of MKP USA Support Services the operations of the Area. Ensures that necessary area administrative duties are completed and MKP USA policy and procedures are adhered to in the Area and its Communities: (May have a teams or men that he supports like an NWTAs Task Force, Weekend Coordinator, Enrollment Team, etc.)

Functions include:

- Primary Contact for the Area as it relates to operations and administration.
- Understands the MKP USA policy and procedures as they apply to NWTAs and Area Administration.
- Oversee the administrative operations of the area.
- Supports Area and Community operations.
- Assists in the creation and growth of new Communities by providing resources, inspiration, and best practices.
- Attends monthly MKP USA Area Administration Calls.

Lead Support:

Operations Director (Greg Gondron)

Community Development and Membership Director (Dan Baldwin)

Area Financial Coordinator

Role: Coordinate with MKP USA Finance to prepare an annual Area Budget and support all financial transactions (depositing checks, paying bills, running Profit and Loss Reports and distributing this information to decision makers). This AFC position is similar to the former Treasurer role but now this person has the support of full-time staff at USA Finance who provide bookkeeping, budget, reconciliation, oversight and encouragement to the local AFC's.

Functions include:

- Verify all Area spending.
- Understand the Area budget process, receipt and disbursement systems.
- Be the lead contact for financial issues between MKP USA and Area operations
- Attend Finance trainings as needed.

Lead Support:

Finance Director (Scott McGregor)

Area Web Coordinator

(MKPConnect Edit Privileges, Web Page, and Communication Administration)

Role: Coordinate web related functions in an area including MKPConnect edits, V-Groups, and Public Web Pages (May have a team)

Functions include:

- Administrator of Area V-Groups.
- Trained in Edit Privileges and provide edits as needed.
- Listed on Edit Team for Area in MKPConnect and respond to inquiries in timely fashion.
- Understands MKP USA policy and procedures as they apply to V-Groups, email distribution, Confidentiality, and Intellectual property rights pertaining to web pages and provide oversight for compliance.
- Coordinates use of google apps and in the area.
- Maintains the public Area web page and Area MKPConnect pages providing edits when needed.
- Attends any MKP USA trainings necessary to understand policy and procedure as it relates to getting IT.

Lead Supports:

Communication/Marketing Director (Boysen Hodgson) - Marketing and Web Pages

Administration Director (Keith Jarvis): MKPConnect data, V-Groups and google apps.

IT Director (John Bacon): MKPConnect and IT

Area I-Group Coordinator

Role: Support the growth and quality of I-Groups and circles by providing resources to communities.

Functions include:

- Create and Coordinate an Area I-Group Council to Assist communities in supporting their I-Groups and circles by providing resources, inspiration, and best practices.
- Assist the team in the Creation of area supports for I-Groups and circles such as an I-Group Rep conference call.
- Attend monthly MKP USA IGC calls to learn about and help create more resources to support I-Groups.
- Maintain connection with community I-Group and Circle support teams and facilitators.
- Assist men in finding I-Groups and Circles.
- Provide support to Community PIT teams when needed.

Lead Support:
IGC Chair (Rick Morgenstern)
Director of Community Development and Membership (Dan Baldwin)

Conclusion

Other functional roles can be added as needed depending on the Area's strengths and needs. Examples include: Enrollment/Invitation Coordinator, Outreach Coordinator, Membership Coordinator, Event Planning Coordinator, etc.).

Further details and Rationale

The primary function of the Area is to support the growth of communities by providing guidance, resources, best practices and encouragement.

Support of I-Groups is now considered a basic Area function and no longer an MKP USA constituency.

Revisions or updates to titles and roles associated with the leaders of MKP USA constituent circles, e.g., Leader Body, Lodge Keeper Society, Elders, and Young Warriors, are not a part of this proposal, as they are Circles that have their own authority and accountabilities independent from Area Support Services and Operations.

An Area has two operational support functions:

1. Community Growth and Development
 - a. Community Building (Area Steward)
 - b. Support of I-Groups/Circle (Area I-Group Chair)

2. Area Operations
 - a. Area Operations (Area Administrator)
 - i. NWTAs Task Force (for example)
 - b. Area Finances (Financial Coordinator)
 - c. Communication Admin, Data Edits, Web Pages (Area Web Coordinator)

These functions can be supported by teams. However with each of these functions we would like the Areas to agree to have a man in the role of lead for each function. We would also like this lead man to have the same title in each Area. This is important so men can easily search by contact and role to find the man they need to get in contact with.

A person may fulfill more than 1 role such as Area Administrator and Area Financial Coordinator.

Some Areas have adopted having two men as Co-leaders/Coordinators of a functional team. For example; having Co-Area Stewards. This makes the job more fun and helps ensure a man is not being soloed into a responsibility that will burn him out. It also creates a good succession plan. In this case we ask one of them to be the lead man for contact purposes for the function that they are serving.



The Mankind Project
Los Angeles Area

Addendum #4

MKP USA Strategic Plan 2014-2016

Strategic Plan MKP USA 2014-2016

This plan is organized in several sections:

I - Current Environment

II - Mission/Vision and Critical Success Factors

III - Summary of Critical Success Factors and Gaps:

IV - CSFs, Gaps and associated Goals - Organized and Grouped by CSF.

MKP USA Strategic Plan 2014-2016: For The Seventh Generation

CURRENT ENVIRONMENT

The ManKind Project has made extraordinary progress in the last several years **and as with all Hero's Journeys, the journey continues.**

These defining statements, critical success factors, gap analysis and goals will form the context from which The ManKind Project USA can stretch further into **creating a world where men act on their individual and shared responsibility for the future of humanity.**

MISSION: MKP USA creates a world where men act on their individual and shared responsibility for the future of humanity by initiating and supporting men on a path of emotional maturity, spiritual awareness and deepening community.

CORE VALUES AND STATED INTENTIONS: The ManKind Project USA embraces the values of Accountability, Authenticity, Integrity, Community, Service, and Inclusivity and the stated intentions of Personal Responsibility, Leadership Mastery, and Empowered Mission.

The ManKind Project USA recognizes that these values and intentions are the backbone of the current and future success of this organization's work.

Strengths

The Work We Do

- MKP USA is rooted by a profound core competency to hold a whole, rich, highly developed understanding of mature masculinity. We do this for one another and the world. Simply appreciating our highest potential, who we can be, what we can do, can generate a much larger opening for what is possible.
- The simplest version of the profound benefit we provide to men (and those in relationship with them) is: we create context in which men can thrive, learn, transform, grow and inspire.
- Through years of evolution and testing, we have developed, adopted and adapted impactful technologies to guide processes of human development and social interaction. These methods are informed by a body of core beliefs, assumptions and understandings, and are delivered by trained, experienced facilitators.
- We accomplish this work through tested yet evolving programs (New Warrior Training Adventures, I-Groups, Primary Integration Trainings, Open Circles, Advanced Trainings, On-Line Trainings), through our interest-group Societies (Lodge Keepers Society, Elders, Young Warriors, NWTAL Leader Body, and Multicultural Council) and through our many circles, communities and governance groups.
- We reach a very diverse group of men, and maintain diversity as an expectation of our life together.
- We are specialists in helping ourselves and each other integrate the breadth and depth of our whole lives, learning from success, unwanted outcomes, outrageous support, and candid constructive feedback only a true brother would offer. We create opportunities for men to discover how they are actually experienced by others who care deeply for their growth and well-being.
- We help men connect with others more deeply and honestly than most anywhere else in their lives.
- We offer trainings through which men can catch a glimpse of their magnificence, step openly into greater truth about their internal and interpersonal dynamics, and make informed choices about how they want to lead their lives.
- Our various circles and training programs provide men with settings in which they can step into their mature masculine leadership and own their birthright as sovereign and servant.

- We hold before ourselves and our brothers the power available from living a life of purpose, and energize men in their missions of service in the world.

Our Life as an Organization

- Three quarters of the Centers in MKP USA have fully moved to Unification and are in various stages of manifesting the Community Model. More than half of the remaining Centers have signed the Joint Statement of Intention to Unify (JSIU) and are on the path toward Unification with the probability of full Unification by year end.
- Circles of New Warriors in Unified Areas are moving through the process of creating Chartered Communities, understanding the rights, responsibilities and joys of creating true local communities serving each man's personal growth and shared mission to the world.
- We have a solid and comprehensive group of working committee circles with clear membership, mission, scope and authority manned by men of passion and the appropriate level expertise.
- We have a growing team of dedicated, skillful and passionate volunteers organized in way that can make them productive within each man's area of expertise.
- The IT infrastructure has been largely stabilized and the foundation laid to move to an environment of more robust technology support of Communities and structures that support community.
- The national organization has begun the process of reconfiguring itself away from the traditional dominator, power hierarchy and into an organization of collaborative inter-related circles defined by scope and purpose. We are taking advantage of the strength we find in circles of men.
- MKP USA has a shared set of soulful values and experiences that bond men across cultures and contexts within the organization.

Our Results

- Our programs routinely and predictably support, at the personal level, deep transformation, integration, healing, healthy development, discovery of purpose and at the group level, organizational collaboration, community formation, and development of leadership mastery.
- We reach approximately 3000 new men each year through our NWTAs, open circles, and the newly launched online trainings programs.
- We maintain valued relationships with about 8000 engaged men.
- We have built a solid financial foundation and a reliable donor group of approximately 2500 that support the mission and strategic direction of MKP USA.

Opportunities

- Great potential lies in fully unifying more Centers. As more Centers unify, we gain in strength to address our collective responsibility to the New Warrior Brotherhood and service in the world.
- Great potential lies in the full manifestation of the community and circle-centric model throughout the Areas within our Region.
- Great potential lies in the community circles' outreach to like-spirited organizations.
- Great potential for our constituent Societies lies in the emerging unified organizational structure. This can provide support to the Society and its members in playing a vital role in each Community.
- Great potential lies in robustly expanding and improving our Member communication cycle.
- Great potential lies in the expanding opportunities to create deeper relationships with other Regions and Developing Areas in service to expanding men's work, deepening brotherhood, and manifesting change in the world.

CRITICAL SUCCESS FACTORS

- 1 **COMMUNITY:** A deep understanding of and movement toward Communities that integrate the various leadership, constituent Society and I-Group and other circles within a framework of committed

Membership.

- 2 ORGANIZATIONAL CAPACITY: Continued Expansion of Organizational Capability and Communication of current organizational strength.
- 3 FUND DEVELOPMENT: Vigorous development of financial resources to support the expansion of organizational capacity.
- 4 TRAININGS AND OFFERINGS: Stewarding existing trainings while developing new trainings and offerings with a clear understanding and identification of the objectives involved.

HELPFUL DEFINITIONS

Center (or Training Center): Prior to Unification, the Center represented the primary legal, regulatory, tax, administrative, financial and governance unit for an independent but subordinate corporate organization.

Area: After Unification, a geographic unit encompassing Sustaining and Developing Communities as well as I-Group clusters and New Warrior Brothers not included in the MKP Chartered Community. The Area is responsible for Community Support and Coordinating NWTAs & Next Level Trainings.

Community: A geographic area typified by town or portion of a larger city, defined by counties and characterized by loyalty to location, in which a cluster of I-Groups and NWBs not in I-Groups join together in commitment to building community as defined in Community Declaration and Charter documents.

Sustaining Community: A Community characterized by 40 or more men who have declared their commitment to initiating and maintaining the activities and structures needed to maintain an MKP USA men's community.

Developing Community: A community characterized by 10 or more men who have declared their commitment to creating "Sustaining Community."

Community Coordinator: A Community Coordinator is an elected volunteer representative who ensures that community activities are completed in a robust and good way.

Transitional Council: The leadership team designated by the Center to transition to a Community/Area configuration and populate a Stewardship Council.

Area Stewardship Council: The functional team responsible for coordinating the finance, administrative, training, community formation, membership and integration logistics across the area with the support of MKP USA.

Area Steward - Formally, the Area Stewardship Council Chair, this man chairs the work of the Area Stewardship Council.

Area Administrator: Administers, to varying degrees of scope depending on the Area configuration and health, some or all of finance, administration, training, community formation, membership and integration logistics across the Area with the support of MKP USA.

Lead Operating Circle (LOC): The Lead Operating Circle is the deciding Operational circle in MKP USA. The LOC comprises the three Chairs (the MKP USA Board Chair, the previous Chair, and the Chair Elect), the LOC Leads (the men leading the functional circles of the MKP USA national-level operations, e.g., Finance, Admin, IT, etc.) and a Facilitator. The Board remains the deciding Executive Circle in MKP USA with oversight from the Council.

LOC Lead: The LOC member responsible for an operational domain at the MKP USA national level. He may fill the operational role alone or may lead an operational circle of partners (paid employees, contracted service personnel, and/or volunteers) as needed.

SUMMARY OF CSF's AND GAPS

CSF I. COMMUNITY: A deep understanding of and movement toward Communities that integrate the various leadership, Society and I-Group and mission circles within a framework of committed Membership.

GAP A. The circles centric, community based model has not yet been manifested in its fullness including engagement with shared mission projects, creating connection with all New Warrior Brothers in the Community and outreach to men who have not done the NWTAs.

GAP B. There is not yet an organization-wide understanding of: the differences in role and responsibilities

between Community and Area; the process of Community formation and development; and the role of I-Groups and various other circles in the activities and governance of the Community. Further, there are no current measurements for, or recognition of, success in the function of areas and the life of the community.

GAP C. As indicated in ACT I & II, the future health of MKP USA and its Communities depends on a robust Membership Cycle. As of now, a small fraction of the New Warriors are engaged in community life and organizational activities. In particular, the conversion rates for New Brothers to Annual Members and their engagement in the life of their Community and Area is low.

GAP D. MKP USA Constituent Societies can be better integrated and aligned with Communities to better support the Areas and the Region.

GAP E. The model of using I-Groups as primary building blocks for governance within the community framework can blur their primary function and purpose as a container to hold men's personal growth work.

GAP F. I-Groups are too often identified as a constituent Society rather than a core product offering.

GAP G. National standards that exist for core product offerings are not being applied to I-Groups and circles. We do not have either a mechanism or an expectation of assuring the quality of the work done in our circles.

CSF II. ORGANIZATIONAL CAPACITY: Continued expansion of organizational capability and communication of current organizational strength.

GAP A. From its inception, MKP organizational units at every level have relied on traditional power hierarchies spearheaded by one man (ex. Center Director, Executive Director, etc.) including at the MKP USA operational level, an Executive Director model. We have not leveraged our deepest strength, operation of circles and containers, and applied that strength, informed by purpose and mission, to our organizational structure effectively creating circles of purpose hierarchies rather than traditional power hierarchies.

GAP B. Inconsistent with the stated organizational intention of Leadership Mastery, MKP USA currently is missing or has insufficient Leadership Mastery development programs in the areas of Area Leadership, Community Leadership, Group Process and I-Group Facilitation.

GAP C. MKP USA is not effectively or efficiently leveraging the skills, talents and energy of our professional workforce because the workload and organizational environment requires individuals to divert time and energy to that which may be urgent "in the moment" rather than what is strategically important. The end result is much time spent in tasks that do not require the level of expertise exhibited by our professional workforce.

GAP D. Areas are not yet fully optimized relative to scope and size, resulting in financial and human resource deficiencies. Affiliate Centers are not benefiting from the tax, audit, administrative and financial benefits of unification, keeping social and financial capital uninvested in shared mission.

GAP E. While MKP USA's financial integrity is at a very high standard, our public facing websites do not fully reflect this. The fact that MKP USA is a well run non profit has yet to be communicated to our members and the public. In addition, there is not a full understanding of this reality within the organization at every level.

GAP F. MKP USA's IT Infrastructure are not yet sufficient to meet the IT needs of the organization and are at times unreliable. Developing our information systems architecture can be enhanced to better accomplish our critical success factors and to maximize the value of information to MKP-USA.

GAP G. Internal communications are insufficient given the scope of activities and the speed of change in the organization.

GAP H. MKP USA is not fully realizing the rich resource for collaborative opportunities for greater service available through deeper relationship with our global brotherhood of regions.

GAP I. The MKP USA brand, while dramatically better positioned than 5 years ago, is not yet widely identified with a "service to humanity" organization, and the brand is not yet strongly supported by organized activities and opportunities for men to work together to take responsibility for the future of humanity at the community, national and global levels.

CSF III. FUND DEVELOPMENT: Vigorous development of financial resources to support the continued expansion of organizational capacity.

GAP A. MKP USA's Donor Development program, while growing, is not yet able to meet the full financial needs of the organization.

GAP B. MKP USA Membership levels are deficient relative to targets identified in the prior three year plan and the critical needs of the organization.

GAP C. Many uncaptured opportunities exist to create additional streams of income through product and advertising sales, strategic partnerships, grants, and other activities.

CSF IV. TRAININGS AND OFFERINGS: Stewarding existing trainings while developing new trainings and offerings, always with a clear understanding and identification of the objectives involved.

GAP A. The cultural move to a community based organizational model appears to have contributed to some loss of focus on the NWTAs, and enrollment needs have become evident, resulting in lower enrollment in some Centers and Areas.

GAP B. MKP USA does not currently have a fully organized MultiCultural presence or training program, and MKP USA's policies and procedures do not fully address MultiCultural issues.

GAP C. MKP USA does not understand, organization-wide, the difference between clearings and conflict/tension resolution, especially when cultural issues are present.

GAP D. MKP USA's recognized trainings (including Leader Trainings, Online Training Programs, Integral Mondo Zen, and Issues and Isms) are not coordinated or managed as well as they might be, and we do not evidence a clear and compelling understanding of what we are seeking to achieve through our curriculum of trainings.

GAP E. There are wide differences in how men are trained to facilitate I-Groups, Primary Integration Trainings, and Open Circles, and wide differences in quality of results. There is no program to provide consistency of training as well as national recognition of achievement and certification of competency.

GAP F. NWTAs Protocols are in some ways outdated and a thorough review is needed. What is critical above and beyond the actual curriculum of the NWTAs protocols is the teasing out and separating what should be safety policy from the intellectual property of the training material.

IDENTIFIED GAPS AND STRATEGIC, "SMART" GOALS

CRITICAL SUCCESS FACTOR I

Community

A deep understanding of and movement toward Communities that integrate the various leadership, society and I-Group and mission circles within a framework of committed Membership.

GAP A. The circles centric, community based model has not yet been manifested in its fullness including engagement with shared mission projects, creating connection with all New Warrior Brothers in the Community and outreach to men who have not done the NWTAs.

Goal 1. By 12/31/2015, MKP USA will be institutionally and culturally remodeled on the circle centric ideals formulated in the ACT II challenge.

GAP B. There is not yet an organization-wide understanding of: the differences in role and responsibilities between Community and Area; the process of Community formation and development; and the role of I-Groups and various other circles in the activities and governance of the Community. Further, there are no current measurements for, or recognition of, success in the function of areas and the life of the community.

Goal 1. The 2014 Racine Area and I-Group gathering will be focused on the topic of Community formation, Community life and Community roles and functions. The gathering will celebrate the past, focus shared commitment toward a new way of being as an organization and draw clear distinctions between the past siloed organization and the community vision of the future.

Goal 2. By 8/31/2014, the Lead Operating Circle will have clarified and communicated the role of I-Groups in terms of both Community governance as well as a (primary) Circle with its own vision within, but not transcending, the other Circles, in the Community.

Goal 3. By 8/31/2014, Marketing and Communications will begin implementing a program to substantially raise the profile of Chartered Sustaining and Developing Communities. Such a strategy will include robustly telling the many success stories and showcasing effective Community Life models as well as the challenges and rewards.

Goal 4. By 12/31/2014, MKP USA will develop methods of measuring and recognizing excellence in Community Leadership. Measurement will include

- 1 membership,
- 2 types and health of circles active,
- 3 number of I-groups per Community and impact on other results
- 4 status of Open Circles
- 5 percentage of I-groups open
- 6 shared mission activity

Goal 5. By 12/31/2014, MKP USA will develop and announce a national Community Award (e.g., the “Ken Rogers Award for Community Action”) to recognize a community for having achieved outstanding results in Community building, I-Group and Circle support, shared mission and/or outreach. The first awards to be given for year end 2014 results.

GAP C. As indicated in ACT I & II, the future health of MKP USA and its Communities depends on a robust Membership Cycle. As of now, a small fraction of the New Warriors are engaged in community life and organizational activities. In particular, the conversion rates for New Brothers to Annual Members and their engagement in the life of their Community and Area is low.

Goal 1. By 3/31/2015, MKP USA will have developed and started to roll out a strategy to further work with Developing and Sustaining Communities to increase New Brother engagement, possibly to include mentoring programs, post weekend interviews, improved post weekend communications, coordinated invitation to participate in interest-appropriate Circles. This may include revisiting the Membership Program from New Brothers.

Goal 2. By 12/31/2014 MKP USA, will have developed a strategy to help Developing and Sustaining Communities identify, locate and connect with every New Warrior Brother living within the Community to more actively engage each man in a way that is appropriate for the man and creates deep bonds of relationship with the work of the Community.

Goal 3. By the beginning of 2016, MKP USA will engage regional Community Development expert coaches (volunteer or contract) to work with Developing and Sustaining Communities to develop all aspects of community to better serve its men, the wider community and the world.

GAP D. MKP USA constituent Societies can be better integrated and aligned with Communities to better support the Areas and the Region.

Goal 1. By 10/31/2014, MKP USA will engage with each constituent Society in a formal way to work through an affirmation process, similar to and different from the unification process and reach a Letter of Shared Commitment. The Letter of Shared Commitment will address constituent Society concerns and outline organizational integration, role and responsibilities at the Community, Area and National levels.

Goal 2. By 12/31/2014, MKP USA will actively work with the constituent Societies to construct zero-based budgets at the Area and national level.

Goal 3. By 9/30/2015, MKP USA will have studied the feasibility and appropriateness of coordinating a single national meeting or, as an alternative, multi-Area meetings for constituent Societies that includes adequate meeting space for all Societies.

Goal 4. By 12/31/2015, MKP USA will have provided for adequate budget allocation and logistic support for such an annual or multi-Area meeting of Societies if such meeting is found to be feasible and appropriate as a result of the study done in the previous goal.

GAP E. The model of using I-Groups as primary building blocks for governance within the community framework can blur their primary function and purpose as a container to hold men’s personal growth work.

Goal 1. By 12/31/2014, MKP USA will communicate, in many forms, its model of the relationship of I-Groups and Community governance.

GAP F. I groups and circles are too often identified as a constituent Society rather than a core product offering.

Goal 1. By 12/31/2014, MKP USA will develop Action Plans in support of I-Group development, facilitation leadership and a better understanding of the their critical role within the Community.

GAP G. National standards that exist for core product offerings are not being applied to I-Groups and circles. We do not have either a mechanism or an expectation of assuring the quality of the work done in our circles.

Goal 1. By 7/1/2015, MKP USA will develop national standards that are equal to or better than those that exist for other core offerings.

CRITICAL SUCCESS FACTOR II

Organizational Capacity

Continued Expansion of Organizational Capability and Communication of Current Organizational Strength.

GAP A. From its inception, MKP organizational units at every level have relied on traditional power hierarchies spearheaded by one man (ex. Center Director, Executive Director, etc.) including at the MKP USA operational level, an Executive Director model. We have not leveraged our deepest strength, operation of circles and containers, and applied that strength, informed by purpose and mission, to our organizational structure effectively creating circles of purpose hierarchies rather than traditional power hierarchies.

Goal 1. By August 31, 2014, MKP USA will have begun moving toward an organizational structure based upon a circles organizational structure called holacracy that will leverage MKP USA's strength of building high performing circles and help distribute the organizational work more powerfully among paid professional leads and our strong volunteer base.

Goal 2. During 3Q 2014 MKP USA will more deeply study and research companies with successful track records deploying a circles-based organizational structure to better understand problems and opportunities.

GAP B. Inconsistent with the stated organizational intention of Leadership Mastery, MKP USA currently is missing or has insufficient Leadership Mastery development programs in the areas of Area Leadership, Community Leadership, Group Process and I-Group Facilitation.

Goal 1. By the end of 2014, MKP USA will pilot and retest I-Group Facilitator Trainings.

Goal 2. By the end of 2015, MKP USA will roll out a Community and Area Leadership Mastery Program.

Goal 3. By the end of 2015, MKP USA will have launched a comprehensive I-Group Facilitator training program.

GAP C. MKP USA is not effectively or efficiently leveraging the skills, talents and energy of our professional workforce because the workload and organizational environment requires individuals to divert time and energy to that which may be urgent "in the moment" rather than what is strategically important. The end result is much time spent in tasks that do not require the level of expertise exhibited by our professional workforce.

Goal 1. During 2H 2014, MKP USA will employ Part Time Contract resources to provide support in key roles that are currently underserved including IT, Volunteer Management, Internal Communications, Fund Development and Membership. The additional workload to support unified Area is a large part of the increased workload on the LOC Leads and therefore much of the problem.

Goal 2. During 2H 2014, MKP USA will aggressively seek opportunities in the 2014 budget to re-allocate financial resources to add additional human resources to support unified Communities and their administrative areas.

Goal 3. By 12/31/2014, MKP USA will create and begin to implement a process to match volunteer strengths and interests with organizational needs. The 2015 Budget will, if feasible, provide adequate funding to employ or contract a Volunteer Management resource, if needed, to implement the process to organize potentially hundreds of volunteers across the country with structure, commitment, recognition and support.

GAP D. Areas are not yet fully optimized relative to scope and size, resulting in financial and human resource deficiencies. Affiliate Centers are not benefiting from the tax, audit, administrative and financial benefits of unification, keeping social and financial capital uninvested in shared mission.

Goal 1. By 3/31/2015, MKP USA will finish unifying those Affiliate Centers that wish to unify and continue to support those Affiliate Centers that choose remain in their current configuration.

Goal 2. By 3/31/2015 robust internal messaging will communicate effectively the advantages of integrated operations.

Goal 3. By 6/30/2015 and ongoing, the LOC will develop criteria to assist Areas and Centers that do not meet a minimum level of sustainability, inclusive of respect for their choice, to know when it may be wise to merge with other Areas.

GAP E. While MKP USA's financial integrity is at a very high standard, our public facing websites do not fully reflect this. The fact that MKP USA is a well run non-profit has yet to be communicated to our members and the public. In addition, there is not a full understanding of this reality within the organization at every level.

Goal 1. During 2H 2014, MKP USA will communicate internally and broadly the existing financial controls, processes and procedures that are used to steward and safeguard MKP USA assets.

Goal 2. By 3/31/2015, MKP USA will update and refresh its profiles on GuideStar, Charity Navigator, Giver and other public facing not-for-profit reporting websites.

Goal 3. By 6/30/2015, MKP USA will issue a comprehensive annual report on par with preeminent not-for-profit organizations.

GAP F. MKP USA's IT Infrastructure are not yet sufficient to meet the IT needs of the organization and are at times unreliable. Developing our information systems architecture can be enhanced to better accomplish our critical success factors and to maximize the value of information to MKP-USA.

Goal 1. By 11/30/2014, MKP USA will have a well thought out written Strategic Plan for 2015-2016 IT Development including: a focused Mission/Vision Statement, comprehensive environmental statement, clearly identified Critical Success Factors, well defined Gaps and "SMART" Action Steps, and an explicit description of the value better information systems contribute to the success of MKP USA.

Goal 2. By 11/30/2014, for the 2015 budget, MKP USA will develop a budget for IT support based on the Strategic Plan developed in the prior goals for the purpose of supporting the needs of men and circles throughout the organization.

Goal 3. By 12/31/2015, the MKP USA IT helpdesk, will respond to and/or solve all open issues within two hours.

GAP G. Internal communications are insufficient given the scope of activities and the speed of change in the organization.

Goal 1. During 2H 2014, MKP USA will initiate a monthly internal podcast clarifying and announcing in an attractive and digestible way critical organizational developments and information.

Goal 2. By 9/30/2014 this strategic plan will be broadly communicated along with podcasts and supplemental materials across and beyond the Project.

Goal 3. By 6/30/2015, MKP USA will develop a written plan regarding the feasibility of the use of text, IM, blogs, podcasts, Twitter, Facebook and other social media to reach a wider internal audience in the manner that they choose.

GAP H. MKP USA is not fully realizing the rich resource for collaborative opportunities for greater service available through deeper relationship with our global brotherhood of regions.

Goal 1. By 3/31/2015, MKP USA will have a recognized Emerging Americas lead tasked with supporting and fostering development of our neighbor regions in North, Central and South America.

Goal 2. By 6/30/2016, MKP USA will develop a plan for securing Spanish translations of the core content of our primary offerings.

GAP I. The MKP USA Brand, while dramatically better positioned than 5 years ago, is not yet a widely recognized "service to humanity" organization, and is not yet strongly supported by organized activities and opportunities for men to work together to take responsibility for the future of humanity at the community, national and global levels

Goal 1. During 2H 2014, MKP USA will begin to expand and focus its external marketing communications on the shared mission projects undertaken by MKP USA Communities of Circles of Men by promoting examples of how MKP USA Chartered Communities are making a difference in their cities, towns and neighborhoods. Communication will include podcasts and the information will go to both prospective program participants and the general public.

Goal 2. By 9/30/2014, MKP USA will issue a comprehensive plan to reach a broader audience of lead referral sources such as therapists, professional and self-help organizations, colleges and universities and more.

Goal 3. 12/31/2015, MKP USA will have created a "speakers bureau" clearinghouse to provide volunteer speakers to outside organizations to tell the story of the ManKind Project in the United States.

CRITICAL SUCCESS FACTOR III

Fund Development

Vigorous development of financial resources to support and expand our organizational capacity

GAP A. MKP USA Fund Development program, while growing, is not yet able to meet the full financial needs of the organization

Goal 1. By 9/15/2014 and every six months thereafter, MKP USA will continue to produce donor materials that tell the story of the extraordinary efforts going on around the country “to create a world where men act on their individual and shared responsibility for the future of mankind.” MKP USA Fund Development efforts and the story that we tell will increasingly focus on the resources required to grow the organization in a way that will manifest the vision/mission over the long term.

Goal 2. By 9/30/2014 MKP USA will add part time administrative support dedicated to the back end of Legacy Giving, campaign planning and expanded donor relationship to drive expanded results in 2015 and beyond.

Goal 3. By 12/31/2016 MKP USA Donor Development efforts will result in the following critical milestones:

a) Milestone: The MKP USA base of donors gifting \$1000 or more each year will expand from 89 donors in 2013 to 150 donors giving \$1000 or more per year.

b) Milestone: MKP USA will register \$10 million in legacy intentions.

c) Milestone: MKP USA will secure grants totalling \$100,000 or more. All grants will be consistent with the MKP USA mission and vision as well as enhancing our offerings.

GAP B. MKP USA Membership levels are deficient relative to targets identified in the prior three year plan and the critical needs of the organization.

Goal 1. By 12/31/2014, MKP USA will increase contributing annual membership from 1900 to 2500 members.

Goal 2. By 12/31/2014, MKP USA will launch an ongoing letter series of “the Impact of Membership” that emphasizes commitment to Mission & Vision as the foundation of Membership.

Goal 3. By 11/30/2014, MKP USA Lead Operating Circle (LOC) will launch a two year 2015-2016 written plan complete with Critical Success Factors, Analysis of Gaps and actions to close those gaps, including a robust plan to encourage non-initiate membership.

Goal 4. By 12/31/2014, MKP USA will offer a web-based mechanism to allow men to commit to membership via electronic check.

GAP C. Additional streams of income (e.g., product and advertising sales, strategic partnerships and other activities) need to have budgetary impact significantly greater than the efforts required to achieve them..

Goal 1. By 12/31/2014, MKP USA will develop a written plan to identify and capture financially significant revenue streams.

Goal 2. By 12/31/2014, MKP USA will develop a written plan to create strategic partnerships with outside vendors to create new revenue streams.

CRITICAL SUCCESS FACTOR IV

Trainings and Offerings

Stewarding existing trainings while developing new trainings and offerings always with a clear understanding and identification of the objectives involved.

GAP A. The cultural move to a community based organizational model appears to have contributed to some loss of focus on the NWTAs, and enrollment needs have become evident, resulting in lower enrollment in some Centers and Areas.

Goal 1. By 12/31/2014, MKP USA will develop a quantified plan to increase NWTAs enrollment and engagement of new men in existing Communities through national marketing efforts.

Goal 2. By 6/30/2015, the MKP USA Community Life lead and his team will have facilitated the Areas and Communities in setting and achieving goals for creating and supporting open I-Groups, Open Circles and community shared mission projects -- all of which have already proven to be critical resources in attracting and enrolling men in the NWTAs.

Goal 3. By 6/30/2015, MKP USA will dedicate a part time resource to educate and support Areas and Affiliate Centers in engaging powerful enrollment.

GAP B. MKP USA does not currently have a fully organized presence or training program regarding cultural differences nor do MKP USA policies and procedures fully address these issues.

Goal 1. By 3/31/2015, MKP USA will create policy and procedures to ensure that there is a trained team available that can partner with the MKP USA Council Ethics and Right Relationship Committee, to address conflict, complaints and issues with regard to issues related to cultural differences.

Goal 2. By 6/30/2015, MKP USA will issue updated EEOC, Human Rights and cultural values statements internally and externally.

Goal 3. By 9/30/2015, MKP USA relaunch, reintegrate or create new training programs regarding cultural differences, diversities and/or awarenesses to ensure that there is cohesion with respect to and clear communication about programs intended to address and educate regarding these differences, diversities and awarenesses.

GAP C. MKP USA does not understand, organization-wide, the difference between clearings and conflict/tension resolution, especially when cultural issues are present.

Goal 1. By 12/31/2014 MKP USA will create training mechanisms to clarify the differences between clearings and conflict/tension resolution as well as to teach approved conflict/tension resolution processes.

GAP D. MKP USA's additional trainings (including Leader Trainings, Online Training Programs, Integral Mondo Zen, and Issues and Isms) are not coordinated or managed as well as they might be, and we do not evidence a clear and compelling understanding of what we are seeking to achieve through our curriculum of trainings.

Goal 1. By 12/31/2014, MKP USA will create a comprehensive plan for designing and implementing an Event Management system that addresses the distributed and collaborative workflow necessary within the MKP USA infrastructure.

Goal 2. By 6/30/2015, MKP USA will develop a vision of what the next training goals need to be for men sitting in circles and then begin the process of curriculum development.

Goal 3. By 6/30/2015, MKP USA will develop financial and feedback models that operationalize the return on investment for new curriculum.

GAP E. There are wide differences in how men are trained to facilitate I-Groups, Primary Integration Trainings, and Open Circles, and wide differences in quality of results. There is no program to provide consistency of training as well as national recognition of achievement and certification of competency.

Goal 1. By 3/31/2015, MKP USA will create and operationalize a "minimum certificate of completion" program that is required to facilitate circles that include the public at large within MKP USA, its Areas and Communities.

Goal 2. By 12/31/2014, MKP USA will develop and begin implementing a integrated national curriculum program to train skills and competency in I-Group, Circles and PIT Facilitation Leadership.

Goal 3. By 12/31/2014, MKP USA will develop a national Faculty to serve the preceding two goals.

Gap F. NWT A Protocols are in some ways outdated and a thorough review is needed. What is critical above and beyond the actual curriculum of the NWT A protocols is the teasing out and separation of what should be safety policy from the intellectual property of the training material.

Goal 1. By 12/31/2015, MKP USA will partner with MKP brother Regions to encourage and/or co-create such a comprehensive review.