

Norms & Directives

Document 1: Governance

The Members and Their Leadership	The Members and Their Leadership
1. Each Carmelite directly creates the atmosphere in which he lives and serves by the quality of his individual response to the Gospel and the goals of the Church and of the Order. Each Carmelite shares responsibility for the growth and development of the Province.	#. Remains as is
2. Those we choose to serve in the ministry of leadership should be men of vision, spiritual depth, balanced judgment, sensitivity, collegial style, having respect for the gifts of others and a willingness to assume responsibility. Those who are called to this ministry in the Province must be accountable to those they serve.	#. Remains as is

Document 2: Provincial Administration

The Provincial Council	The Provincial Council
22. The Provincial Council should meet approximately six times a year. Agenda items may be submitted by members of the Province.	#. The Provincial Council should meet face-to-face approximately four times a year, and electronically as needed. Agenda items may be submitted by members of the Province.
23. The Provincial Council shall publish the vision, goals and objectives for its term within six months of election. These goals and objectives shall be in accordance with the Acts of the Chapter.	#. Remains as is
24. The Provincial Council strives to arrive at decisions by a process of consensus.	#. Remains as is
25. From time to time, subject to need, directors of Provincial Programs or chairs of Commissions will be asked to give progress reports at Provincial Council meetings.	#. Remains as is
Personnel Policies	Personnel Policies
46. In fidelity to the Carmelite Rule and Carmelite Constitutions, we will make every effort to ensure that the minimum size of a community be three persons, and that life within that community be in keeping with the spirit of our Carmelite Constitutions.	#. Remains as is
47. The Provincial Council will continue its policy of consultation and dialogue with provincial members before making assignments. The Council should strive to implement the practice of open listing and application for appointments as a responsible way for serving the call to ministry. A. The placement of personnel occurs through the process of dialogue. This dialogue involves the appropriate provincial authorities, the director of the ministry and the person himself. The Provincial Council takes into account the needs and gifts of the individual Carmelite, the needs of the Carmelite community (both local and provincial), as well as the need of the particular ministry. This process is carried out with due respect for the other Carmelites living in the community.	#. Remains as is #. Remains as is

48. Carmelites desiring reassignment must make their wishes known to the Provincial Administration before January. Transfers should be finalized before April. This time line is to be observed even in Chapter years.	#. Remains as is
49. The positions of Pastor and Parochial Vicar are to be open listed so that the members of the province may apply for placement. However, there are times and circumstances when the open listing process cannot be applicable.	#. Remains as is
50. Carmelites will be appointed pastor for a six year term. The term begins with the assigned date of transfer. Pastors may be reappointed for a second and third term of three years only after consultation with the Provincial Council. This possible term of 12 years is for appointment to a particular parish. Following their last term, pastors must leave the Carmelite community associated with the parish (allowing for extraordinary circumstances).	#. Remains as is
51. The Parochial Vicar is normally assigned for a period of three years, renewable.	#. Remains as is
52. Following the completion of initial formation, members of the Province are expected to live for a number of years in a Carmelite community and to serve in a ministry to which the Province is committed.	#. Remains as is
	#. For the first five years after initial formation has been completed, each solemnly professed member will participate annually in a convocation addressing their community and ministry experience.
53. Men who desire individualized ministries are required to submit their request to a process of discernment with the Provincial Council which makes the final decision in the matter.	#. Remains as is
55. The Carmelite Health Care Guide is the operating policy for health care concerns. As new policies and procedures are approved by future Councils, they will be added to the Guide. Any member can also introduce policies or revisions to existing policies for votation at a Chapter.	#. The Carmelite Health Care Guide (found on the Carmelite Intranet) is the operating policy for health care concerns. As new policies and procedures are approved by future Councils, they will be added to the Guide. Any member can also introduce policies or revisions to existing policies for votation at a Chapter. N.B. the Provincial Council has submitted a revision of #15 in this manual concerning drivers 80 years and older. See separate document.
Senior Carmelites	Senior Carmelites
57. The Province recognizes and expresses gratitude for the experience, talents and wisdom of our seniors. For that reason, age is not in itself a barrier either for administrative office or for ministry. Men who choose to remain active or semi-retired should be considered for Provincial Office and Commissions. All Provincial ministries are encouraged, as far as practical, to actively seek the services of older men as part time associates.	#. Remains as is
58. We recognize the responsibility to guarantee appropriate care for our older men, thus, the Province will continue to meet the housing needs of these men by accommodations in our houses or in other facilities where needed.	#. Remains as is

<p>59. At the time of his retirement or semi-retirement, a senior religious may look to the Prior Provincial and/or Vice Prior Provincial for help in finding a residence which is mutually satisfactory to the senior and the local community.</p>	<p>#. Remains as is</p>
<p>60. While the housing needs of our seniors are currently addressed, the Province will be open to and explore the possibility of setting up a suitable retirement house(s) where senior Carmelites can continue to live in community with dignity.</p>	<p>#. Remains as is</p>
<p>61. The Province should offer the opportunity to small groups of senior religious to establish communities of their own where their own apostolic interests could be served and their skill and interests developed.</p>	<p>#. Remains as is</p>
<p>62. The Carmelite Guide on Aging and Retirement is the operating policy for retirement concerns. As new policies and procedures are approved by future Councils, they will be added to the Guide. Any member can also introduce policies or revisions to existing policies for votation at a Chapter.</p>	<p>#. The Carmelite Guide on Aging and Retirement (found on the Carmelite Intranet) is the operating policy for retirement concerns. As new policies and procedures are approved by future Councils, they will be added to the Guide. Any member can also introduce policies or revisions to existing policies for votation at a Chapter.</p> <p style="text-align: center;">No revisions or new proposals have been proposed for this guide.</p>
<p>63. We desire to live our maturing years in the most healthy, happy, and holy ways possible. Thus, we will strive to actualize the vast spiritual potential of our later years whether in some type of active ministry, in retirement or semi-retirement, or even while residing in a care-facility. Aging, then, can be a spiritual adventure, rather than a slippage into a diminished status, where we accent the positive purpose of our later life while connecting with God's abundant grace.</p>	<p>#. Remains as is</p>
<p>Provincial Commissions & Committees</p>	<p>Provincial Commissions & Committees</p>
<p>68. If any committee or commission makes a recommendation to the Council, and the Council decides against the recommendation of the committee or commission, the reasons for the decision should be communicated to the committee or commission.</p>	<p>#. Remains as is</p>
<p>Communications</p>	<p>Communications</p>
<p>70. Our life and mission is served by the use of world-wide communication. Our communities, and the Province as a whole, need to take full advantage of modern technology as we will only benefit from the technological innovations now available.</p>	<p>#. Remains as is</p>

Administration of Temporal Goods	Administration of Temporal Goods
<p>88. The Finance Commission believes all members of the Province need to be challenged to appropriate more fully the ideals of the Rule of St. Albert:</p> <p><i>None of the brothers must lay claim to anything as his own, but your property is to be held in common; and of such things as the Lord may have given you each is to receive from the Prior -that is from the man he appoints for the purpose whatever befits his age and needs. However, as I have said, each one of you is to stay in his allotted cell, and live, by himself, on what is given out to him.</i></p> <p>(Original Rule of St. Albert, Chapter IX)</p>	<p>#. A Finance Commission shall be appointed by the Prior Provincial after consulting with his Council to assure good financial management of the Provinces' temporal goods.</p>
<p>89. The Finance Commission has had as its purpose to understand the finances of the Province in order to be able to advise and assist the Provincial Treasurer and make recommendations to him and to the Provincial Council. Its areas of concern are the financial management of the funds of the province and the business procedures used by the Province.</p>	<p>#. The Finance Commission has as its purpose to understand the finances of the Province in order to be able to advise and assist the Provincial Treasurer and make recommendations to him and to the Provincial Council. Its areas of concern are the financial management of the funds of the province and the business procedures used by the Province.</p>
<p>90. All projects funded through the province which exceed \$150,000.00 should be submitted to a financial impact analysis under the direction of the Provincial Treasurer and the Finance Commission. Those requesting the funds should, unless exempted by the Provincial Council, initiate the necessary review process in consultation with the Treasurer's Office no less than 6 months in advance of the needed approval.</p>	<p>#. Remains as is</p>
<p>91. As a Province we need professional advice concerning our financial procedures and policies. We need to continue to involve competent lay persons in our financial matters. We also need to continue to use proper business procedures in all of our operations, i.e. approved accounting procedures, auditing and budgeting.</p>	<p>#. Remains as is</p>
<p>92. As a Province we are concerned with social implications of our investments and, as a result, we strongly encourage the Provincial Council to continue to explore the moral implications of the Province's investments using socially responsible principles articulated in the Provincial Investment Policy and Statement. Our priorities and policies in regard to these areas of concern should be reviewed at least once between Provincial Chapters by the Finance Commission and the Provincial Council.</p>	<p>#. Remains as is</p>
<p>93. Since we are part of an international community of Carmelites, we recognize our responsibility to follow closely the regulations set down by the Order on financial matters. We have consistently done so over the years and we are committed to continuing that tradition. Among priorities to be observed is the prompt payment of all assessments and a willingness to evaluate any monetary requests from our Carmelite Brothers and Sisters and to follow with whatever action is considered pru-</p>	<p>#. Remains as is</p>

<p>94. The Provincial Council, in consultation with those who oversee the Province's finances will annually review the level of the Province's financial support of charities, and adjust our level of support as warranted and appropriate. We endorse the Provincial Council's current practice that at least 10% of the ordinary and investment incomes which goes to the general fund of the Province is directed to charitable contributions.</p>	<p>#. Remains as is</p>
<p>95. A Province-wide annual budget process which includes all communities and individuals shall begin in January and be completed by May.</p>	<p>#. Remains as is</p>
<p>96. The Carmelite Human Development Fund will remain at \$75,000, and the Carmelite Charity Fund will remain at \$75,000.</p>	<p>#. Remains as is</p>
<p>97. Carmelite houses and individuals shall contribute to the support of the Province. A. Carmelites in ministry should take full salary plus allowable benefits. B. The level of support by communities and individuals should be reviewed at the September meeting by the Finance Commission.</p>	<p>#. Remains as is</p>
<p>98. Carmelite Communities and individuals will contribute to retirement funding on an annual basis as requested by the Treasurer's Office.</p>	<p>#. Remains as is</p>
<p>99. With the vow of poverty comes financial responsibility. Members who are working for non Carmelite institutions, whether Catholic or non-Catholic, must direct that the compensation for their services be paid to the "Society of Mount Carmel."</p>	<p>#. Remains as is</p>
<p>100. Carmelites engaged in the ministry of professional counseling need to carry appropriate professional liability insurance.</p>	<p>#. Remains as is</p>
<p>101. Communities and individuals should report on their financial status according to the format and on an annual schedule specified by the Provincial Treasurer.</p>	<p>#. Remains as is</p>
<p>102. All Carmelite ministries will show evidence of financial accountability.</p>	<p>#. All Carmelite ministries and those ministries which we administer (e.g., parishes) will show evidence of financial accountability.</p>
<p>103. Carmelite institutional apostolates should have finance advisory boards. Also, with the exception of parishes which are subject to diocesan regulations, all Carmelite apostolates should adhere to periodic audit or financial review as required by the Provincial Treasurer.</p>	<p>#. Remains as is</p>
<p>104. Communities or institutions requesting loans from the Province must agree to a repayment schedule. If the loan is for improvements to the residential portion of a Carmelite-owned property, the loan will have no interest charged. Other loans from the Province will have interest attached at half the rate assessed at the time of the loan by the banks. If, however, the Province obtains the loan from a lending institution on behalf of a Carmelite community or apostolate, the interest charged the Province will be recouped from the recipient of the loan.</p>	<p>#. Remains as is</p>

Document 3: Community & Fraternity

Life in Community	Life in Community
108. The Carmelite Constitutions call for our communal life to be rooted in and modeled upon the Trinity which calls us to open ourselves to knowledge and love of God and of our neighbors. Thus growth in knowledge and in love within each local community is critical to identify ourselves as brothers.	#. Remains as is
109. Carmelite life is meant to be lived together. In order to foster our life as a religious family and as a brotherhood with a shared vision of community life, Carmelite communities generally are clustered within a given area in reasonable proximity to each other.	#. Remains as is
110. We take our primary direction from the Gospel of Jesus Christ, Church teaching, Church tradition, and our own Carmelite heritage, which serves as both motivation and correction in the formation and exercise of our conscience.	#. Remains as is
111. Each and every Carmelite is responsible for the quality of community life as expressed in our Carmelite Rule, in our Carmelite Constitutions and as a unique expression of our personal lives and our lives within community and in our society.	#. Remains as is
112. We recognize that we are, in large part, a privileged segment of society, living a middleclass lifestyle. As such, we run the risk of becoming complacent towards the poor and marginalized. We need to be reminded and prodded to raise our consciousness regarding issues of justice and peace, and to put into concrete action these principles.	#. Remains as is
113. It is recommended that communities include a tithe to the materially poor in their annual budget.	#. Remains as is
114. In the Long Range Planning Process, the following results of the Life in Community Commission survey should be taken into consideration: A. Our men value and desire good quality community and are willing to struggle with it. B. Many of our men have experienced positive community life and wish to continue its development. C. The majority of respondents, when considering an assignment, said that community was a more important consideration than ministry or geographic location.	The Provincial Council proposes revoking this item , as a more recent survey (2017 CARA Parish Survey) has been completed, and the specific proposal is included in these Norms & Directives under Parish Ministry.
115. One of the most effective ways of deepening and enhancing our life together is through personal sharing in face to face communication. Communal life must tend towards deeper union, in mutual knowledge and love. Such knowledge and love comes from key moments in our life together. Communities are encouraged to celebrate events which have particular intensity and importance: A. in the participation in the Eucharist, through which we become one body, and which is the source and the summit of our lives, and therefore the sacrament of brotherhood; B. in communal celebration of the Liturgy of the Hours;	All remains as is, except for item "D" for which the following is proposed:

<p>C. in prayerful listening to the Word (e.g., <i>Lectio Divina</i>);</p> <p>D. in meetings to be held periodically to discuss issues which concern the life of the community;</p> <p>E. in other community meetings where, in a spirit of dialogue and discernment we:</p> <ul style="list-style-type: none"> • study the Carmelite Rule, the writings of our mystics, and the official documents of the Church and of the Order; • examine our faithfulness to the charism and to the mission of the Order; • share our experiences; • work out our community life plan; • learn to read the signs of the times; • make pastoral choices in the context of the local Church <p>F. in the common table and recreation together;</p> <p>G. in common work, manual and other, whether within the community or elsewhere on behalf of the community;</p> <p>H. in the sharing of joys, anxieties and friendships.</p>	<p>D. for historical purposes that meetings be held periodically to discuss issues which concern the life of the community and a copy of the minutes sent to the council;</p>
<p>116. To promote community and be supportive of one another, it is imperative that all the members of the local community who have different ministerial commitments, or are retirees, be clear about their mutual expectations for ministry and community life. These expectations should be shared and reviewed annually and especially when new members enter the community.</p>	<p>#. Remains as is</p>
<p>117. We commit ourselves to improving our community life and eliminating prejudices that hinder it by dialogue that promotes mutual respect, compassion, and sensitivity of our differences in culture, language, ethnic background, and sexual orientation. We furthermore commit ourselves to extend this spirit of respect, sensitivity, and compassion into our ministries and into our society.</p>	<p>#. Remains as is</p>
<p>118. The "Ways to Fraternity" manual will continue to be used and updated to further the enrichment of community and fraternal life.</p>	<p><i>Revoke - no further development has been done on this.</i></p>
<p>Personal Responsibilities</p>	<p>Personal Responsibilities</p>
<p>131. All Carmelites are to take seriously the opportunities for personal, spiritual, intellectual and professional growth by participation in annual retreats and programs sponsored by the Order, the Province, dioceses as well as other religious and professional resources.</p>	<p>#. Remains as is</p>
<p>132. It is recommended to the members of the province that they individually consider tithing their monthly allowance to the materially poor.</p>	<p>#. Remains as is</p>

Document 4: Administration of Provincial Ministries

Underlying Principles	Underlying Principles
71. A norm for realignment will be based on the fullness of the Carmelite charism, in which community is an essential element along with prayer and ministry.	#. Remains as is
72. The goal of our ministries is to have a Carmelite presence sufficient to make a positive impact on the local diocese and community.	#. Remains as is
73. We challenge ourselves to seek and maintain individual and communal ministries which serve the materially poor.	#. Remains as is
Vocation Ministry	Vocation Ministry
74. The Manual of Carmelite Vocation Ministry (found within the Formation Manual) is the operating policy of the Vocation Ministry, implemented by the Vocation Directors and modified by them, with the approval of the Provincial Council.	#. Remains as is
Formation Ministry	Formation Ministry
75. The Chapter affirms the approval by the Prior Provincials and their Councils of both the PCM and SEL Provinces of <i>The Carmelite Manual of Formation</i> (2013 edition). This manual and the <i>Ratio Institutionis Vitae Carmelitanae</i> (2013 edition) set the policies which guide our Formation Program.	#. The Chapter affirms the approval by the Prior Provincials and their Councils of both the PCM and SEL Provinces of <i>The Carmelite Manual of Formation</i> (2016 edition). This manual and the <i>Ratio Institutionis Vitae Carmelitanae</i> (2013 edition) set the policies which guide our Formation Program.
Hispanic Ministry	Hispanic Ministry
77. Rooted in the USCCB document and in the 1987 and subsequent Chapter documents, we renew our commitment to the National Plan for Hispanic Ministry through the following Provincial Plan for Developing Our Leadership within the Hispanic Community:	#. Informed by the National Plan for Hispanic Ministry and other more recent projects and programs that address this demographic change within the Church in the US, we renew our commitment through the following provincial plan for developing our leadership within the Hispanic Community.
A) We will continue to develop our formal process of responding to the changing reality of the American Church in the United States.	#. Remains as is
B) We will provide assistance to parishes in the formation of Carmelites and lay leaders.	#. Remains as is
C) We will promote vocations to Carmelite religious life among Hispanic communities in the United States.	#. Remains as is
D) We will support the effort of providing holistic formation experience for Hispanic candidates and to raise consciousness among non Hispanic candidates	#. Remains as is
Parish Ministry	Parish Ministry
	#. The 2017 CARA Parish Survey revealed much data and information about existing parishes in the province. The results of this survey should be taken into consideration as the province makes decisions about the future of our parish commitments.

<p>78. Our parish ministries need to be evaluated on a regular and on-going basis. This evaluation should take into account:</p> <ul style="list-style-type: none"> • whether or not the parish fits into the overall charism of the Order, • whether or not it meets the needs of those Carmelites who live and work there, and • whether our presence in a given diocese is life-giving both to ourselves and to the local church. <p>We welcome the visits and evaluations of Carmelite superiors. The tools for these evaluations are to be a part of the Parish Ministry Handbook.</p>	<p>#. Our parish ministries need to be evaluated on a regular and on-going basis. This evaluation should take into account:</p> <ul style="list-style-type: none"> • whether or not the parish fits into the overall charism of the Order, • whether or not it meets the needs of those Carmelites who live and work there, and • whether our presence in a given diocese is life-giving both to ourselves and to the local church. <p>We welcome the visits and evaluations of Carmelite superiors. The tools for these evaluations are to be a part of the Parish Ministry Manual (which can be found on the Carmelite Intranet).</p>
<p>79. Prior to any extraordinary parish plant construction (safeguarding diocesan regulations) there must be consultation with the Provincial Council in the interest of responsibility and mutual concern.</p>	<p>#. Remains as is</p>
<p>80. The decision to withdraw from or accept a parish shall be made by the Provincial Council after reviewing the guidelines listed below.</p> <p style="text-align: center;">Evaluating and Determining Future Parish Commitments / Withdrawals Questions for Consideration:</p> <p>A) Carmelite Ecclesial Concerns</p> <ol style="list-style-type: none"> i. Does our existence in this particular diocese serve our needs and that of the wider Order? ii. Is the diocese open to a limited commitment or contract? iii. Does this parish allow us to minister in the spirit of Vatican Council II? iv. Does this parish commitment allow for ministry to the poor, the disenfranchised, and the marginalized? <p>B) Carmelite Community Concerns</p> <ol style="list-style-type: none"> i. Does this particular parish allow us to lead a genuinely Carmelite way-of-life? ii. Will this parish commitment bring a Carmelite presence to a new geographical area and offer the possibility of creating a Carmelite community? iii. Is there a possibility of creating community with other Carmelites? iv. Does this parish commitment enable us to incorporate non-parish Carmelites in the parish community? v. Does this parish commitment provide an opportunity for Carmelite vocations? vi. Are there individuals willing to serve in the location under consideration? 	<p>#. Remains as is</p> <p>#. Remains as is</p>
<p>Secondary Schools Ministry</p>	<p>Secondary Schools Ministry</p>
<p>81. Every school is to have a Long-Range Plan which will be produced/updated annually, the results of which will be submitted to its school board with a copy forwarded to the Provincial Council.</p>	<p>Remove from Norms & Directives as subject is contained in Secondary Schools Manual</p>
<p>82. We will continue to be proactive in board development and leadership programs to insure the continuity of our schools beyond Carmelite presence.</p>	<p>Remove from Norms & Directives as subject is contained in Secondary Schools Manual</p>

	<p>#. The Province of the Most Pure Heart of Mary will continue to sponsor its secondary schools using three models reflecting the realities of our schools today: wholly-owned by the province, co-sponsored with another religious community, and affiliated to parishes administered by the province.</p> <p>The 2000 edition of this manual has been revised significantly. Therefore a copy of the proposed manual will be sent out as a separate document for review. Please note that there are some very significant revisions concerning this ministry which will</p>
The Carmelite Secondary School Commission reviews and modifies the Carmelite High School Policy Manual, with the approval of the Provincial Council.	# Remains as is, but is moved from the Manual to this section of the Provincial Norms & Directives.
Ministry with Lay Carmelites	Ministry with Lay Carmelites
84. The Provincial Delegate need not be the financial and business administrator.	#. Remains as is
85. In order to continue its mission to help the Carmelite laity grow in their knowledge and practice of Carmelite Spirituality, the province financially supports the Lay Carmelite Office and Ministry. Ideally, this ministry should be financially self-supporting, and in fact the Lay Carmelites should be a source of financial support for the province and its ministries.	#. In order to continue its mission to help the Carmelite laity grow in their knowledge and practice of Carmelite Spirituality, the province financially supports the Lay Carmelite Office and Ministry. Ideally, this ministry should be self-supporting , and in fact the Lay Carmelites should be a source of financial support for the province and its ministries.
86. If reconstituted, the Inter-Provincial Lay Carmelite Commission will be an advisory body and catalyst for growth for the Lay Carmelite movement.	#. Remains as is
87. There is a standard initial formation program for all Lay Carmelites affiliated to both North American provinces. This program is modeled on the <i>Ratio Institutionis Vitae Carmelitanae</i> of the first Order and is a serious introduction to the theory and practice of Carmelite Spirituality.	#. Remains as is