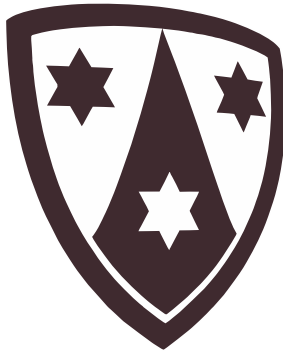


Strategic Plan & Provincial Council Strategic Goals

VISION

2020/102





CARMEL

**a place and way of
transformation in God**

MISSION STATEMENT

The Carmelites of the Province of the Most Pure Heart of Mary, in allegiance to Jesus Christ, live in a prophetic and contemplative stance of prayer, common life, and service. Inspired by Elijah and Mary and informed by the Carmelite Rule, we give witness to an eight-hundred year old tradition of spiritual transformation in the United States, Canada, Peru, Mexico, and El Salvador.

CORE VALUES

We Witness ~

- φ Through both personal and communal prayer, which is the deep engagement with the presence of God, and which unites us with Christ and transforms us in the Holy Spirit;
- φ Through praying, living, and proclaiming the Word of God, the light that penetrates our minds and hearts, and fills us with a prophetic zeal for building the kingdom of God;
- φ Through the inspiration of Mary and Elijah as bearers of God in our lives and in a world in need of healing and hope;
- φ Through fraternity, which is our call to a common life in Carmel, and in which we find strength and unity in our diversity as brothers, while striving to respect and love one another as companions on the journey of transformation;
- φ Through the vows, which bring clarity to our lives and free us to live in allegiance to Jesus Christ;
- φ Through service, which fosters God's presence and the fullness of life the Lord promises, by accompanying God's people through our varied ministries;
- φ Through the celebration of the Eucharist, which nourishes us and sustains us on the journey.

AN ORATORY should be built as
conveniently as possible among the
cells, where, if it can be done
without difficulty, you are to
gather each morning to hear Mass.
(Carmelite Rule, Chapter 11)



Goal One

To Inspire a life of Prayer

- A. Essential to a Carmelite life of prayer is that:
1. Each Carmelite commits themselves to at least thirty (30) minutes of daily prayer.
 2. Daily Eucharist be celebrated in communities or ministries based on individual settings (Carmelite Rule, Chapter 11).
 3. Communities celebrate morning and evening prayer.
- B. A Carmelite life of prayer is nourished by:
1. Attending an annual retreat.
 2. Participating in lectio divina, contemplative prayer, and spiritual direction.
 3. Taking advantage of workshops, retreat days, and other educational opportunities on prayer and Carmelite spirituality.
- C. Carmelite symbols and imagery create an atmosphere of prayer and are integral and necessary in each community.

Action Steps:

The Prior will have a fraternal conversation with each member of the community regarding these essential and nurturing components of prayer. The Provincial Council will annually discuss these topics with each member of the province.



GOAL TWO

To *Evangelize* by Spreading the Gospel in Word and Action

A. Vocations

1. We will build a culture of vocations.
 - a. We will pray for vocations in our communities and in our ministries.
 - b. We will promote vocation awareness by displaying vocation material and literature in our communities and ministries.
2. Each Carmelite will invite a candidate into our life and may help facilitate his discernment.
3. Each Carmelite will be more deliberate in their commitment and witness to a lifestyle characterized by prayer, community and ministry.
4. The vocation team will develop resources for Carmelites to continue speaking on vocations in homilies, retreat talks, and conferences.
5. We will invite possible candidates to join us for prayer, meals and recreation and/or live with us for a given period of time to give a vocation prospect an insight into our daily lives.
6. We will continue to develop and pursue efforts to promote vocation awareness to Carmel through the internet and social media.

Action Steps:

The Vocation Team along with the Provincial will coordinate the vocation effort and a written report will be made to the Council at each meeting.

B. Carmelite Spirituality

1. We will continue to promote the spirituality of St. Therese through the Society of the Little Flower.
2. We will continue to support our mission territories through the work of the Mission Office and will develop new directions for the Mission Office.
3. We will expand our promotion and fundraising in our mission territories through the establishment of a Society of Our Lady of Mount Carmel.

4. We will promote Carmelite spirituality and devotions including the Carmelite Scapular.

Action Steps:

The Provincial Council, along with the Directors of these areas will continue implementing the spread of Carmelite Spirituality. The Director of these areas will annually report to the Council how these organizations are implementing the spread of Carmelite Spirituality.

C. Media

1. We will structure our provincial media efforts to better provide outreach in the 21st century.
2. We will work at “branding” our communities and ministries.
3. We will address the bilingual nature of the province and the people we serve.

Action Steps:

The Communications Commission will make recommendations and report on an annual basis to the Provincial Council for the implementation of Carmelite Media.

D. Justice & Peace

1. We will highlight and give more prominence to justice and peace issues in conjunction with our Justice, Peace and Integrity of Creation commission.
2. Called to be stewards of God’s creation, we will promote green initiatives and other environmental issues throughout the province.
3. We will highlight the Carmelite NGO in our communities and ministry.
4. We will review and continue supporting justice issues through the Carmelite Charity Fund and the Carmelite Human Development Fund.
5. Opportunities for understanding what “the preferential option for the poor” means for the province will be explored.

Action Steps:

The JPIC Commission will continue to provide education and implementation of these ideals and will give a written report annually to the Provincial Council.

G O A L T H R E E

To Grow in Fraternal Communion

A. Fraternal Life

1. We will recommit ourselves to paragraph #31 of our Constitutions.
2. Each community will have a community life plan which should be reviewed annually.
3. We will affirm, support, care for, and challenge one another in community, along with highlighting the role of the prior in the community.
4. We will continue to encourage regional fraternal gatherings.
5. We will provide opportunities for dialogue about cultural sensitivity and inclusiveness because of the different nationalities of our members.
6. We will continue to dialogue about intergenerational issues.

Action Steps:

The Prior will have a fraternal conversation with each member of the community and plan meetings regarding communal issues. The Provincial Council will encourage and assist where and when necessary.

B. Formation

1. We will call forth and train formators.
2. We will continue to analyze and discuss the joint formation program with the Province of St. Elias.
3. We will evaluate the possibility of inviting Australia, Ireland and England for an English-speaking formation program.

4. We will continue to develop structured Carmelite components in initial and ongoing formation.
5. We will develop opportunities for sabbatical and ongoing formation.
6. We will appoint a committee to evaluate the CUA educational program.
7. We will appoint a committee on the future of theological formation in our mission territories.

Action Steps:

The Formation Commission will continue to study, analyze, and make collaborative decisions regarding initial formation and report annually to the Provincial Council. On-going formation remains with the Provincial Council.

C. Healthy Community

1. We will address health issues, especially those dealing with addictions, death, dying, morale and stress.
2. We will challenge each member to live a healthy lifestyle that includes paying attention to personal wellness through prayer, work, exercise, good nutrition and group sharing.
3. We will continue to provide opportunities for dialogue regarding the sexual abuse crisis and its impact on victims and on us as religious, and as a province.
4. We will provide opportunities for dialogue around living a vowed life.

Action Steps:

The Provincial Delegate for Health Care in conjunction with the Provincial Council will address these areas in the Province with an annual summary of progress.

Goal Four

To Think Carmelite Family

A. Interprovincial Cooperation

1. We will include and dialogue with the Province of St. Elias with regard to formation ministry, community and province opportunities.
2. We will collaborate with the Province of St. Thomas (India) in Canada and develop future relationships with other Provinces that may be open to assisting us in our parishes and other ministries throughout the province.
3. We will reach out and interact with our Carmelite sisters, nuns, and hermits.
4. We will support and encourage the Lay Carmelites through providing speakers for conferences and retreats, and assisting where needed.

B. International Endeavors

1. We will participate and engage in the internationality of the Order by serving on international commissions and other endeavors.
2. We will continue to support the Carmelite Institute while also dialoguing with other Institutes throughout the world.
3. We will support and promote our Carmelite NGO throughout our community and ministries.

C. Extended Family

1. We will develop and promote the concept of “Carmelite Laity” (employees in our schools, parishes, parishioners, etc.).
2. We will develop the idea of an online parish through the website Carmelites.net.

Action Steps:

The Provincial Council will continue to collaborate with the various provinces, commissions, and delegates to work towards the implementation of these goals.

Goal Five

To Serve the People of God

A. Sponsorship

1. We will continue to define and assess the implications of sponsorship.
2. We will develop a Carmelite culture for our sponsored ministries.
3. We will continue to sponsor our five (5) high schools in North America, three (3) in Peru (Miraflores, Jose Galvez, Barranco), with or without Carmelites.
4. We will continue to support our retreat centers in Darien, Illinois; Niagara Falls, Ontario; and Lurin, Peru.
5. We will continue to sponsor twelve-fifteen (12-15) parishes in North America where a Carmelite community and prayer life can be maintained while respecting geographic diversity and the number of men interested and available for parish ministry.
6. We will continue to assess our ministries as to their connection to our charism.

Action Steps:

The Provincial Council, along with the Parish Commission, Secondary Schools Commission, and Boards will continue developing and educating the concept of Sponsorship throughout the Province.

B. Senior Ministry

1. We will ensure that seniors can continue and be welcomed to minister in the province.
2. We welcome new ideas for ministry involving seniors.

Action Steps:

The Provincial Council will discuss with members who enter senior status.

C. Missions

1. We will continue to support our missions with regard to vocations, formation, community prayer, ministry and finances.
2. Each mission will dialogue with the provincial council about current and future opportunities.
3. Each mission territory will develop a strategic plan.

Action Steps:

The Provincial Council, along with leaders in our Mission Territories will discuss and outline a plan for their respective regions.

D. Professional Development

1. We will continue to be professionally trained for particular ministries in the Church as well as encourage professional academic studies.
2. We will continue to train and update to maintain safe environments for children and vulnerable adults.
3. We will continue to train for collaborative ministries with laity.
4. Opportunities for continuing professional development in one's ministry and best practices will be promoted throughout the province.

Action Steps:

The Provincial Council will continue to develop recommendation for on-going professional development .

GOAL SIX

To Provide Accountable and Transparent Stewardship

A. Vowed Life

1. We will develop ways for communities to share about the vows.
2. We will offer ongoing formation programs to help live the vows of obedience, poverty and chastity.
3. We will renew our vows at every Chapter.

Action Steps:

The Provincial Council will provide a program on the vowed life for personal reflection and discussions in communities.

B. Protecting God's Children

1. We will continue to be evaluated by Praesidium in order to meet all standards.

2. We will provide programs for continued education concerning “Protecting God’s Children”.
3. We will implement structures to report and hold one another accountable for keeping safe environments and be open to feedback regarding observed behaviors in community and ministry.

Action Steps:

The Delegate for Health Care and the Provincial Council will coordinate “Protecting God’s Children” throughout the Province.

C. Governance

1. We will evaluate the current governance structure of commissariats.

Action Steps:

The Government Commission and the Provincial Council will conduct a canonical vote on our future government before the Chapter of 2014.

2. We will have a process to officially designate El Salvador as a part of the province.
3. We will highlight the importance of the role of prior.
4. We will develop a PCM Carmelite operating policies manual.

Action Steps:

The Provincial Council will oversee the implementation of items 2, 3, and 4.

D. Finances

1. We will commit ourselves to a three-year budgeting process that includes a spending policy.
2. We will continue to assess the utilization and maintenance of our buildings and grounds.
3. The finance commission will consult and involve lay professionals in financial deliberations.
4. Carmelites in the province in good standing over the age of seventy (70) will be made members of the Carmelite Retirement Trust.

Action Steps:

The Finance Commission will continue making recommendations to the Provincial Council in this area.

E. Development

1. We will expand the Society of the Little Flower to include the Society of our Lady of Mount Carmel in our mission territories.
2. We will establish a development group to explore new development opportunities and revenue generating ventures.
3. We will establish a Capital Campaign Committee with the goal of building a new shrine church dedicated to St. Therese of Lisieux on the Darien campus.

Action Steps:

The Director of Development will continue working with the provincial Council and establish a new committee to explore these efforts.



Artwork:

Cover: *"Were Not Our Hearts", by Emanuel Franco, O.Carm., 2011*

Page 1: *La Bruna (The Virgin of Tenderness, or Eleousa). Carmine, Naples, c.1300*

Page 4: *Confirmation of the Carmelite Rule. Filippo Lippi, c.1432*

Page 5: Detail from *Mary Mother and Lady of the Carmelites*, 13th century icon, the Byzantine Museum of the Makarios III Foundation, Cyprus. Photo by Riccardo Palazzi.

Page 14: First Carmelite Church, Wadi'ain es-Siah, Mount Carmel

Provincial Council Strategic Goals

Goal # 1 ***“To inspire a life of prayer”***

The Provincial Council will:

- *Examine the topic of prayer, liturgy, and the specifics enumerated in the strategic plan as evidenced by community life plans and minutes of community meetings.*
- *Invite to various members of the province to author articles on prayer, which in turn will be sent to the province for reflection and consideration during community meetings.*
- *Offer prayer experiences at the regional meetings, as well as encourage communities to hold prayer/retreat days.*
- *Offer a province wide retreat once over the next three years.*

Goal #2 ***“To evangelize by spreading the Gospel in word and action”***

The provincial council will

- *Coordinate with the vocation office to continue building a culture of vocations throughout the province and by identifying prospects on a local level.*
- *Support the Carmelite Media Office's efforts to evangelize through social media and print.*
- *Support the Carmelite NGO and the Justice, Peace and Integrity of Creation commission initiatives of the Order and Province to promote action on issues.*

Goal # 3 ***“To promote the study and teaching of Carmelite Spirituality”***

The provincial council will

- *Foster the development of The Carmelite Province of the Most Pure Heart of Mary Endowed Chair and Center for Carmelite Studies at the Catholic University of America.*
- *Support the Carmelite Institute of North America both financially and through participation in its programs.*
- *Develop a Carmelite Institute (Instituto Carmelitano de las Americas) in the non-English speaking parts of the Province.*
- *To continue inviting Carmelites from other provinces to come and study in the Province.*
- *Strengthen the impact of the Carmelite Students Program with participation of all formandi, utilizing Internet and social media for those unable to travel to the USA or to be physically present*
- *Promote the development of on-line resources for the promotion and study of Carmelite spirituality.*

Goal # 4 ***“To grow in fraternal communion”***

The provincial council will

- *Initiate a study by the Formation Commission of the three levels of initial formation to determine the consistency in content and execution of the formation program.*
- *Determine ways to help the priors and brothers to openly, charitably, and respectfully discuss problematic behaviors that impact fraternal life.*
- *Encourage the provincial and/or his delegate to use the yearly one-to-one meeting with each member of the province (as prescribed by Praesidium) to also review the member's plan for healthy self-care.*
- *Develop programs to support members from initial to ongoing formation*

Goal # 5 ***“To think family”***

The provincial council will

- *Continue to support and raise awareness of the internationality of the Carmelite Order through the participation in meetings, commissions, and assignments that offer experiences of other cultures and languages.*
- *Promote the concept of Carmelite family among employees and in our Carmelite ministry sites.*
- *Encourage the direction of the Lay Carmelites toward well-formed members of the Order.*
- *Annually visit each of the monasteries of the enclosed nuns within the territory of the province.*
- *Work with other provinces on ministry opportunities in the province.*
- *Annually visit the hermitages in Lake Elmo, Minn. and Christoval, Texas.*

Goal # 6 ***“ To serve the people of God”***

The provincial council will

- *Work with the Parish Commission to develop a plan for managing our current and future parochial commitments.*
- *Appoint a Director of Sponsorship in order to carry out the action plan proposed in the strategic plan.*
- *Encourage senior member of the province to offer their presence and sacramental help in parishes and schools, when possible and in consultation with those in positions of leadership.*
- *Encourage seniors to participate in on-going educational programs in order to stay updated and relevant to current times.*
- *Continue to promote strategic planning in each area of the province (USA/Canada, Peru, Mexico, and El Salvador).*
- *Encourage men of the province to pursue academic degrees, to develop professionally in areas pertaining to ministries.*
- *Maintain standards of safe environment in priories and ministry sites, in*

particular the regulations that refer to minors and vulnerable adults as describe in the 2017 Policies for Ethical Ministry with Minors and Vulnerable Adults.

- Evaluate ministry commitments according to established guidelines.*
- Facilitate access to programs of English or Spanish language courses for all formandi of the province.*

Goal # 7 ***“To provide accountable and transparent stewardship***

The provincial council will

- Encourage discussion in local communities about vowed life, responsibilities and rights as members of a religious order, and professionalism as ministers of the Church.*
- Continue to develop the "Operating Manual" for the province.*
- Provide a workshop at the priors meeting and other opportunities to strengthen and enhance the role of the prior.*
- Continue to work and support all the provincial commissions leading toward a triennial report and evaluation at the provincial chapter.*
- Continue to strengthen the Provincial Development Committee to “think outside the envelope” about the provinces fund raising strategies.*
- Continue the development of programs leading to the financial independence of ministerial programs in Mexico and El Salvador.*
- Develop a process for creating a revised strategic plan (2020-2026) for presentation at the Chapter of 2020.*