

CMSM Post-Assembly Communal and Ministerial Planning

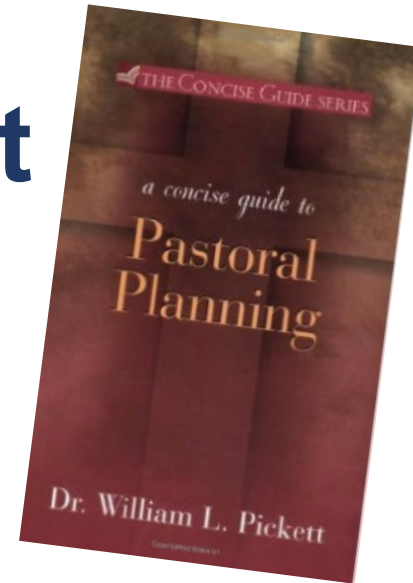
August 1, 2024

Why Bother Planning?



Pastoral Strategic Planning

“Pastoral planning is the process of praying and thinking together about the actions of the Body of Christ in a particular place and time.”



- Dr. William Pickett
 - P. 16

Pastoral Strategic Planning

- **“Strategic Planning is a process of decision-making about the organization’s goals and activities in the future”**
- **“The result is not a document. The result is an organization of people who know where they are going and know what they need to do to get there.”**

- Rev. Dennis Holtschneider, C.M.

Agenda: Four Planning Realities



1. Why Plan? The Case for Change



2. Criteria for Making Decisions



3. Data Collection and Interpretation



4. Deciding, Communicating, and Implementing

Why Plan? The Case for Change

Why the Status Quo is NOT an Option



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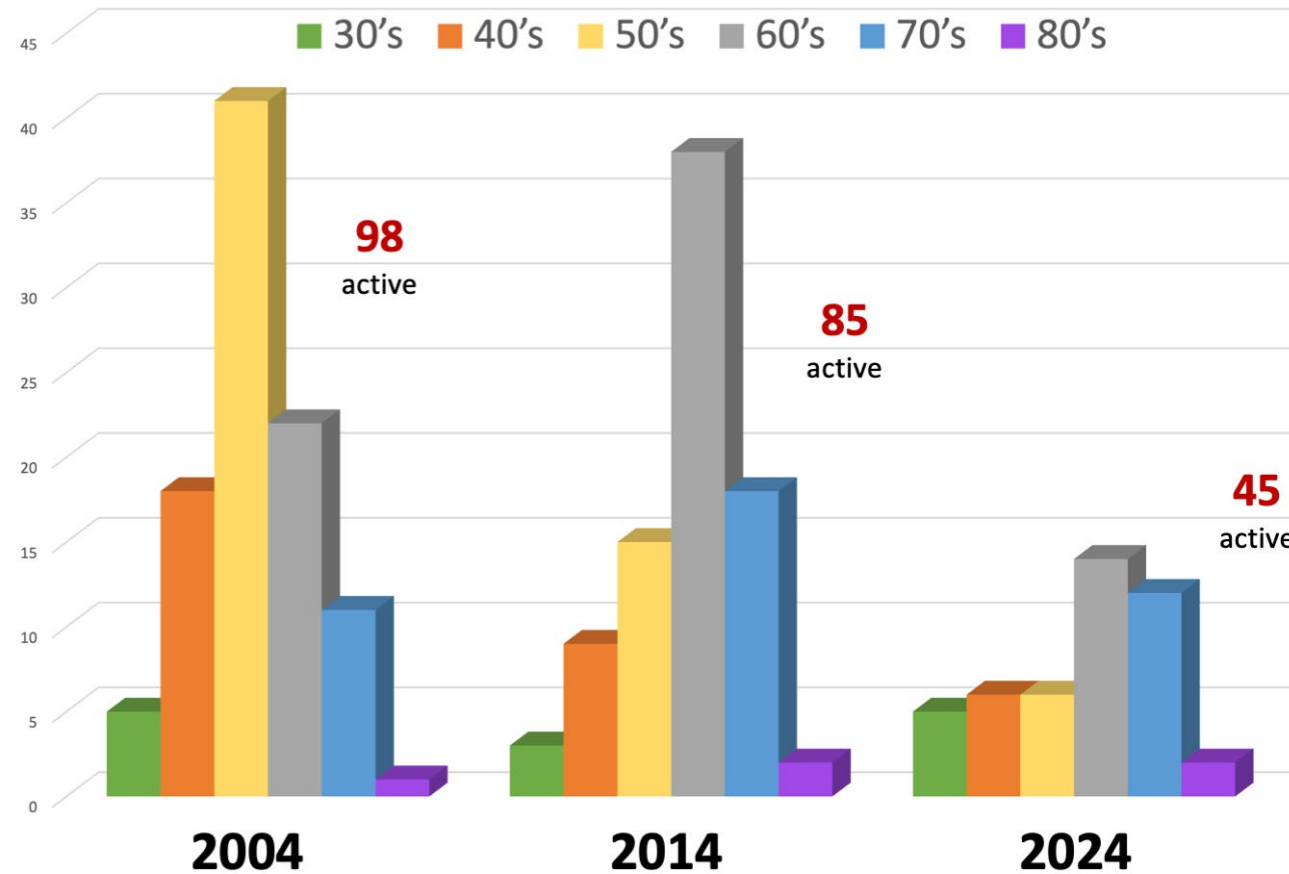
Original Mandate

Resolution #2: The signs of the times call us to reflect on how we presently engage with Paulist mission, and whether new models and structures may be necessary for our mission to thrive. In light of the signs of the times, the realities of Paulist resources, and our missionary impact, this Assembly mandates the General Council to begin a synodal process that reviews the following ministries, which includes the enlisting of outside expertise beyond our ranks in conversation with the ministries listed, to evaluate them for their methods and sustainability in today's Paulist mission environment.

- Paulist Press
- Paulist Productions
- Busted Halo
- Paulist Evangelization Ministries
- Paulist Reconciliation Ministries
- The Paulist Office of Ecumenical and Interfaith Relations

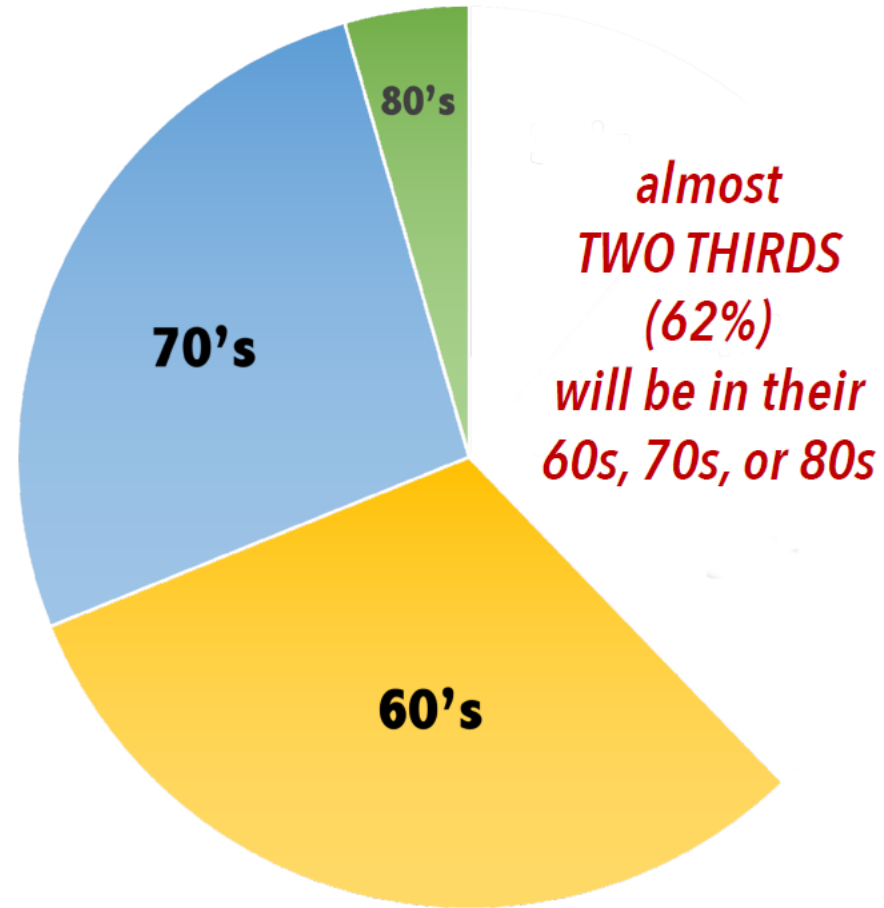
Changes in Paulist Talent Pool

ages of
paulists in
ACTIVE
ministry:
20-year
compare



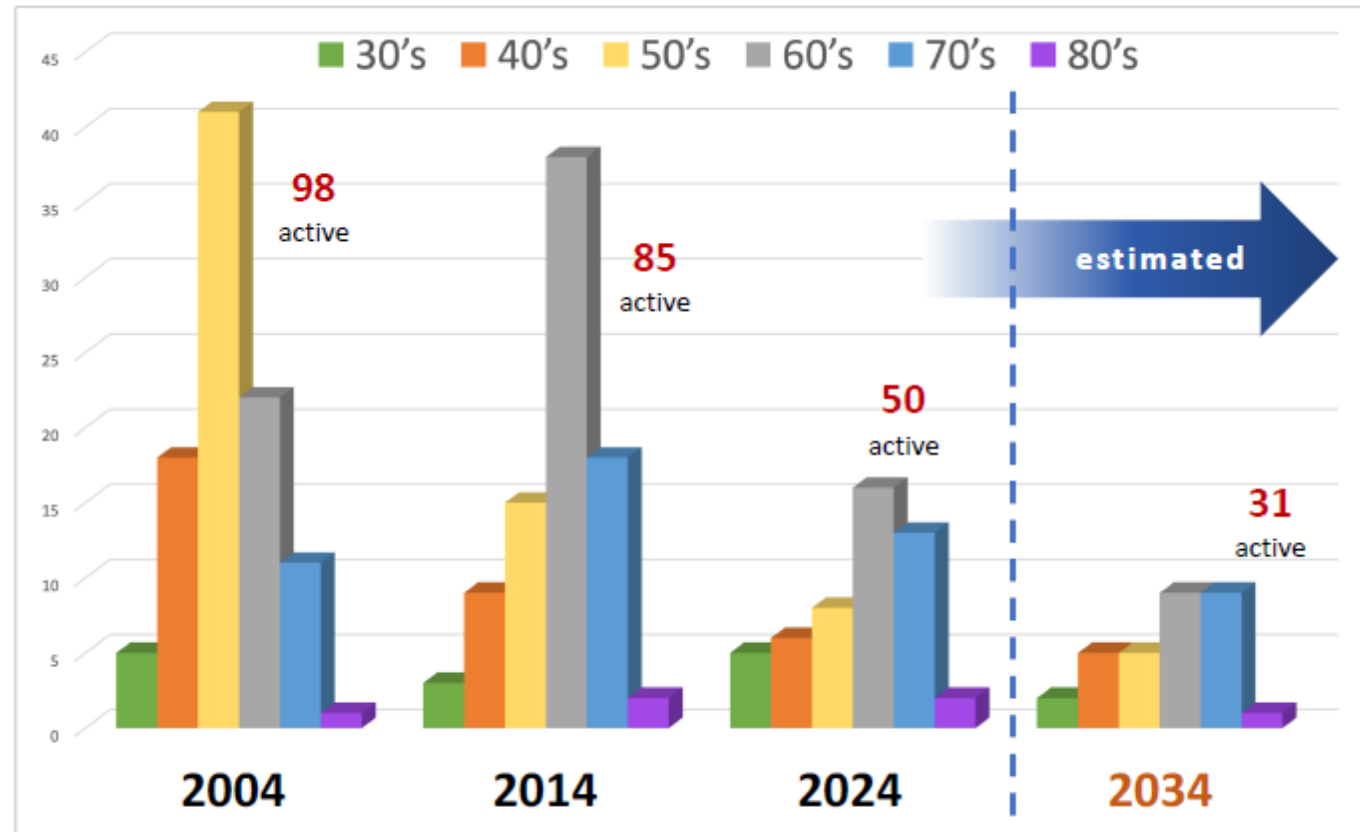
Changes in Paulist Talent Pool

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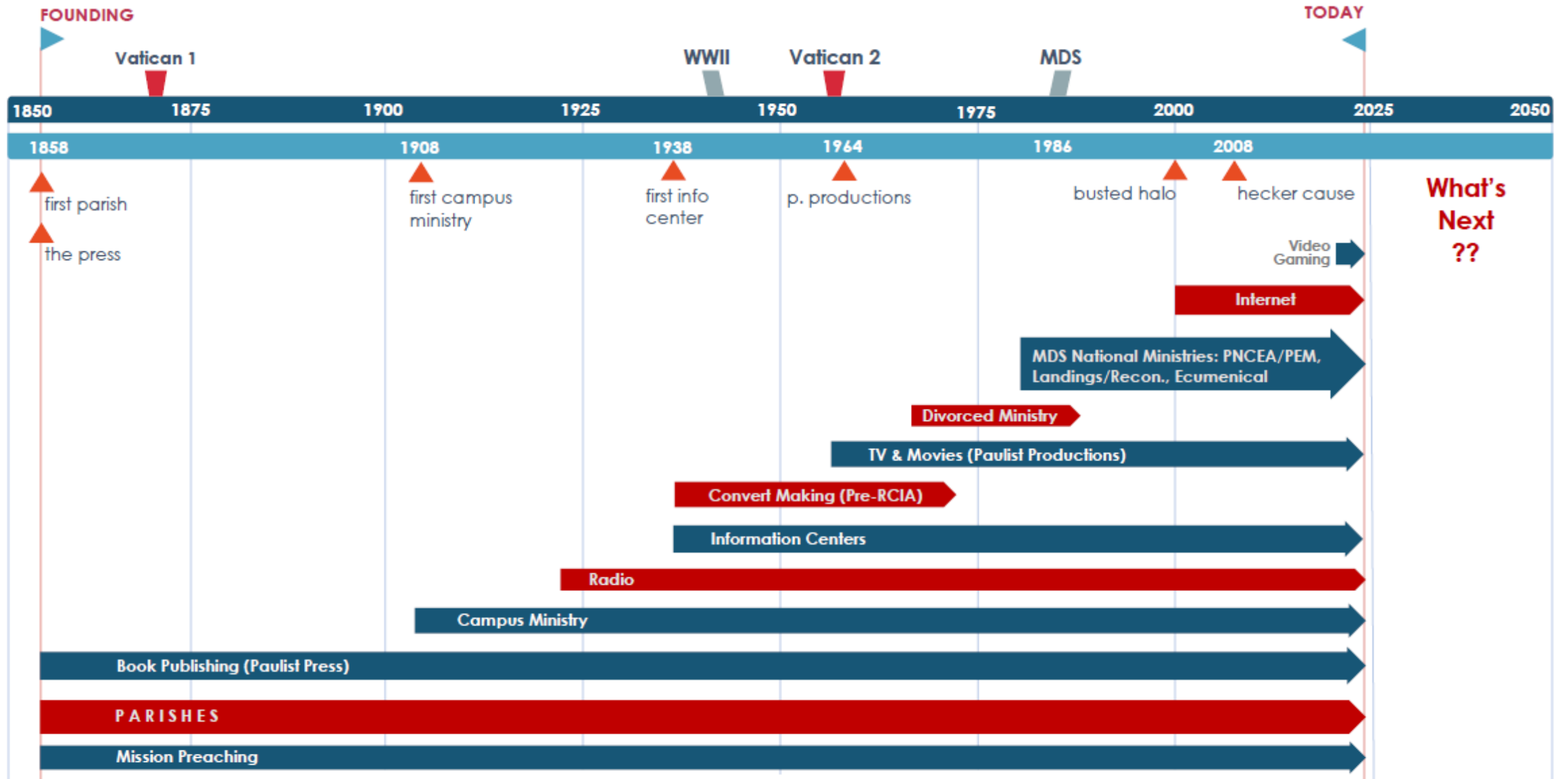


Changes in Paulist Talent Pool

ages of paulists in
ACTIVE
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30-year
compare

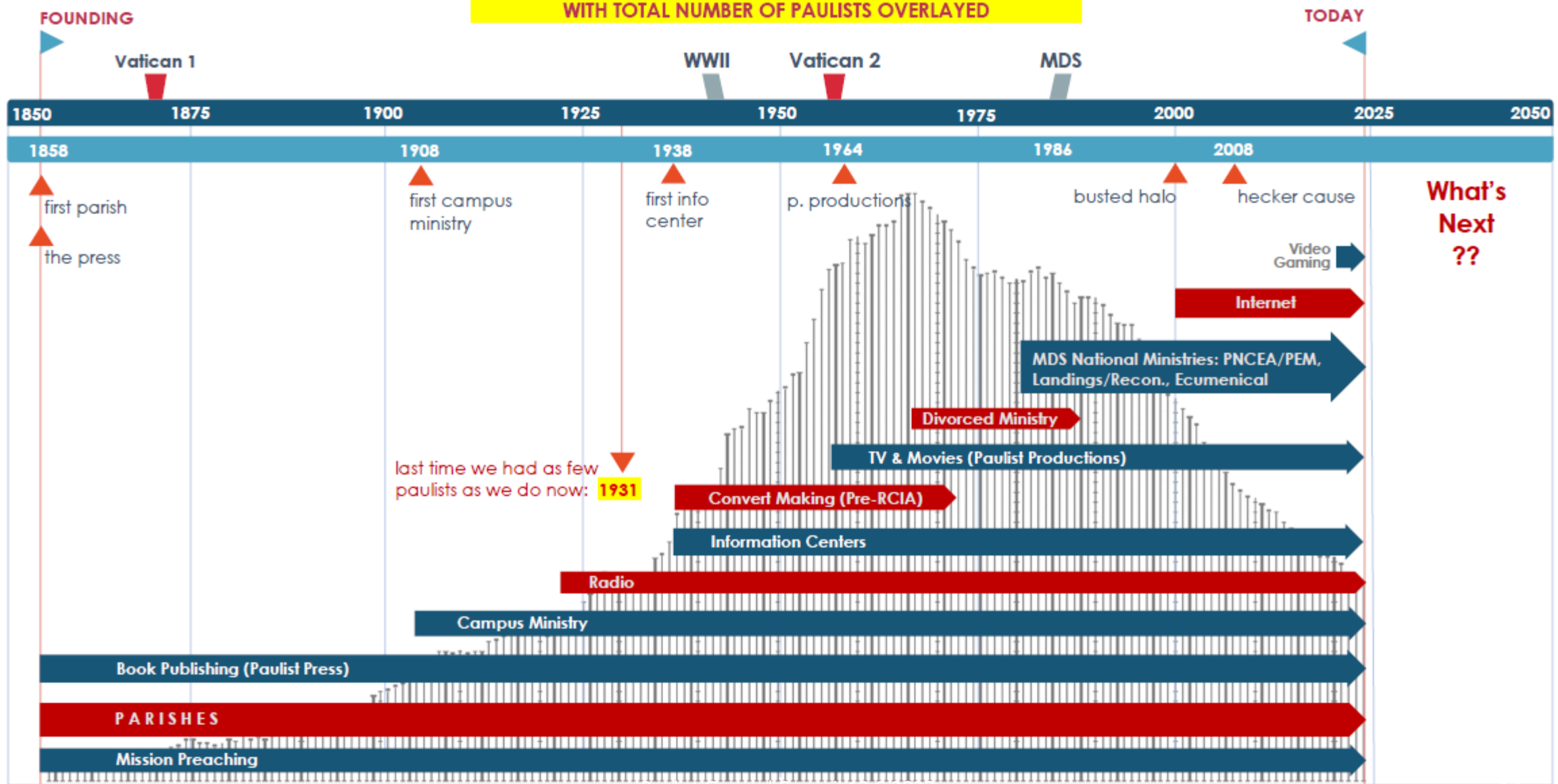


History of Paulist Ministry



History of Paulist Ministry

WITH TOTAL NUMBER OF PAULISTS OVERLAYED



Discuss Your Case for Change

- **Why do you need to plan for the future of your order/congregation/society?**
- **What needs to change?**
- **Why is the status quo not an option?**



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Fears, Concerns, and Myths from the Past

F,C,M

Decisions are already made

It's going to be a "blood bath"

Need more time to consult the people

Paulist Fathers don't leave their people

Reality

They were not made, which made this process necessary

It was difficult, but nobody bled

This is leadership's responsibility to discern

Paulists are a Society of Apostolic Life

Share the Process

Who is Involved When



Timing	Activity
Sep 2023	General Council reviews proposals and contracts with consultant to facilitate process
Oct 3, 2023	Discussion of process with Pastors, Superiors, and Directors
Nov 2023	Initial data collection Mission and charism discussions
Dec 8, 2023	General Council discussion of the Paulist mission today, changes in the Paulist talent pool, and possible criteria to assist in evaluating current ministries
Dec 15, 2023	General Council shares update with all Paulists on December meeting Survey all active Paulists on personal ministry interests and priorities
Jan 4, 2024	<i>Draft criteria for decisions sent to all Paulists for discussion and feedback</i>
Jan 25, 2024	<i>Feedback and suggested revisions to criteria due</i>
Jan 30-31, 2024	General Council reviews feedback and finalizes criteria for decisions
Feb 2-29, 2024	Discussions with ministries about alignment with criteria and collection of relevant data
Mar 5-6, 2024	Special General Council meeting to review foundations and national ministries in light of criteria and decide where to allocate Paulist resources in 2024 and beyond
Mar 7-15, 2024	Communication and transition plans announced for affected Paulists and affected ministries
Mar 15 – Aug 31, 2024	Implementation of required ministry transition plans including celebrations of Paulist impact in ministries that will sunset in September
Sep 1, 2024	Foundations and Ministry celebrations and transitions complete

Criteria for Making Decisions



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Four Criteria for Discernment



Mission and Charism



Portrait of Father Isaac T. Hecker, c. 1858.

Your constitution offers a good start: C5 Sensitive to the Holy Spirit and true to the insights of Father Hecker, the Paulists seek to carry out their mission in different ways among different peoples. Particular activities are stressed for their current aptness in realizing Paulist objectives:

Paulist General Council Discussion 1-31-2024

To **those without religious commitment or church affiliation and to nominal Christians**, the Paulists try to communicate, with all available means, the good news of salvation.

Ecumenism is a permanent element in the total life and work of the Paulists. Every member should be responsive to the unifying action of the Holy Spirit in other Christians and in their Christian churches, and wherever possible, they should pray and work with them in the one mission of Christ.

At the same time, the Paulists are committed to prepare and receive **those persons who**, following their conscience, **wish full communion with the Roman Catholic Church** through the local church.

Regarding the **Jewish people**, the Paulists recognize our common spiritual patrimony and the continuing action of God in their life and aspirations. The community strives to build mutual Catholic-

Jewish understanding and respect through study, dialogue and cooperative action in matters of common concern.

In the case of **Roman Catholics**, Paulists labor for their renewal and progress in faith and Christian living, so that the church may be a clearer sign to all people. The Paulists strive to make the faithful aware of their own missionary vocation and solidarity with all men and women.

Every Paulist should have a gospel identity with, and concern for, **the poor and less privileged**, and seek to serve them with Christian generosity.

The social, civil and humanitarian struggle to humanize the world is a sign of God's action in history. Paulists joyfully meet this challenge to serve our neighbor, and thus reflect the love of God in Christ. They should undertake to **work with all people of good-will** to help build a better world consonant with human dignity and the needs of the age.

3 Applications of the Criteria in the Review of Ministries



Some ministries may have served their purpose and need to end. A plan to celebrate their contribution to the mission and transition to the future should be developed.



Some ministries should continue as they still fit the mission, charism, and criteria for the future. Plans for their future sustainability and growth should be developed.



The process may lead to new ministries that should be started in fulfilment of the mission, charism, and criteria. Resources and a plan to launch them should be developed.

Discussion

- **Which criteria are most important in your situation?**

- Mission and charism
- Care for your brothers
- Care for your people
- Viability of the system
- Something else?



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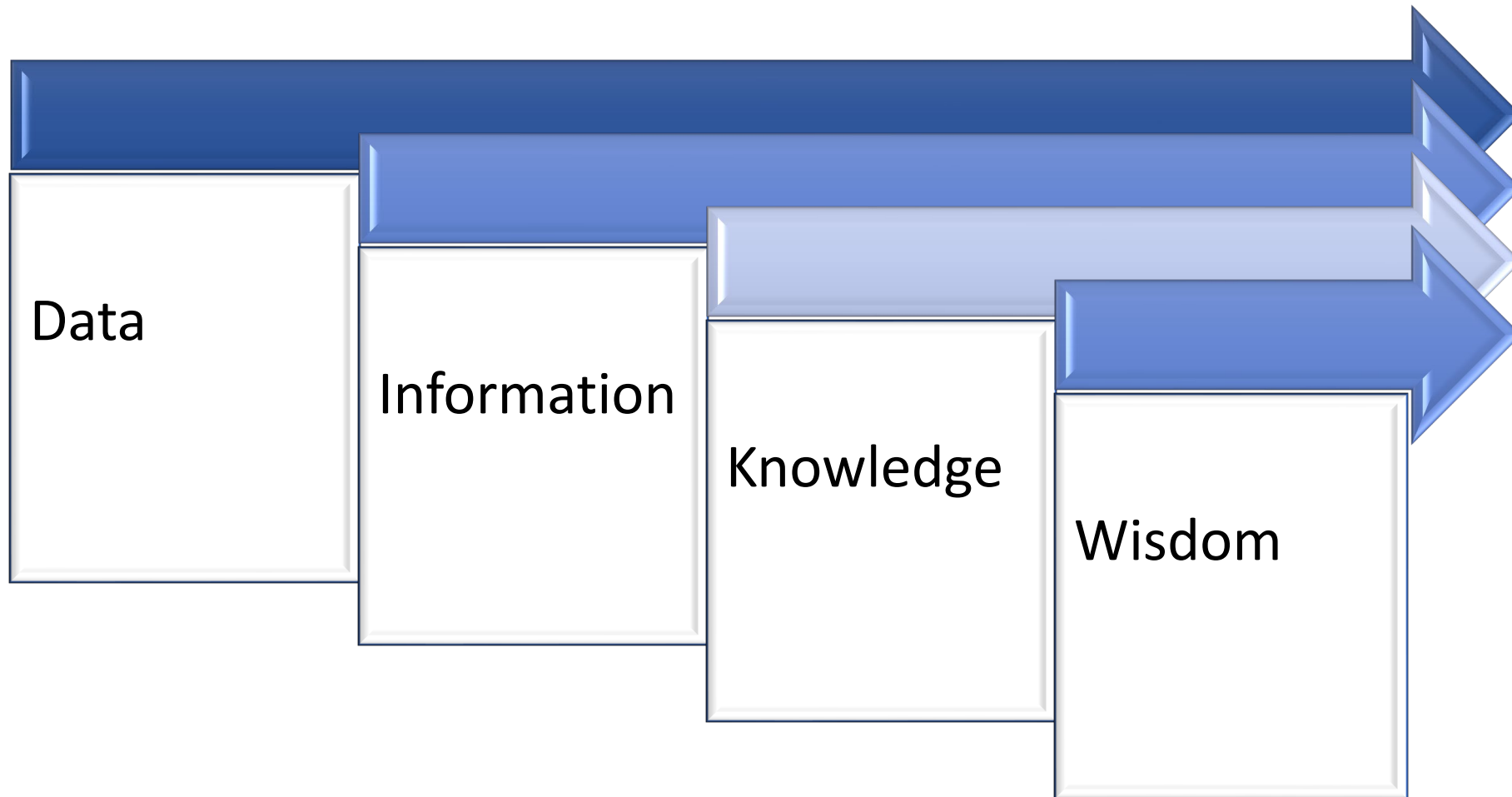
Data Collection and Interpretation



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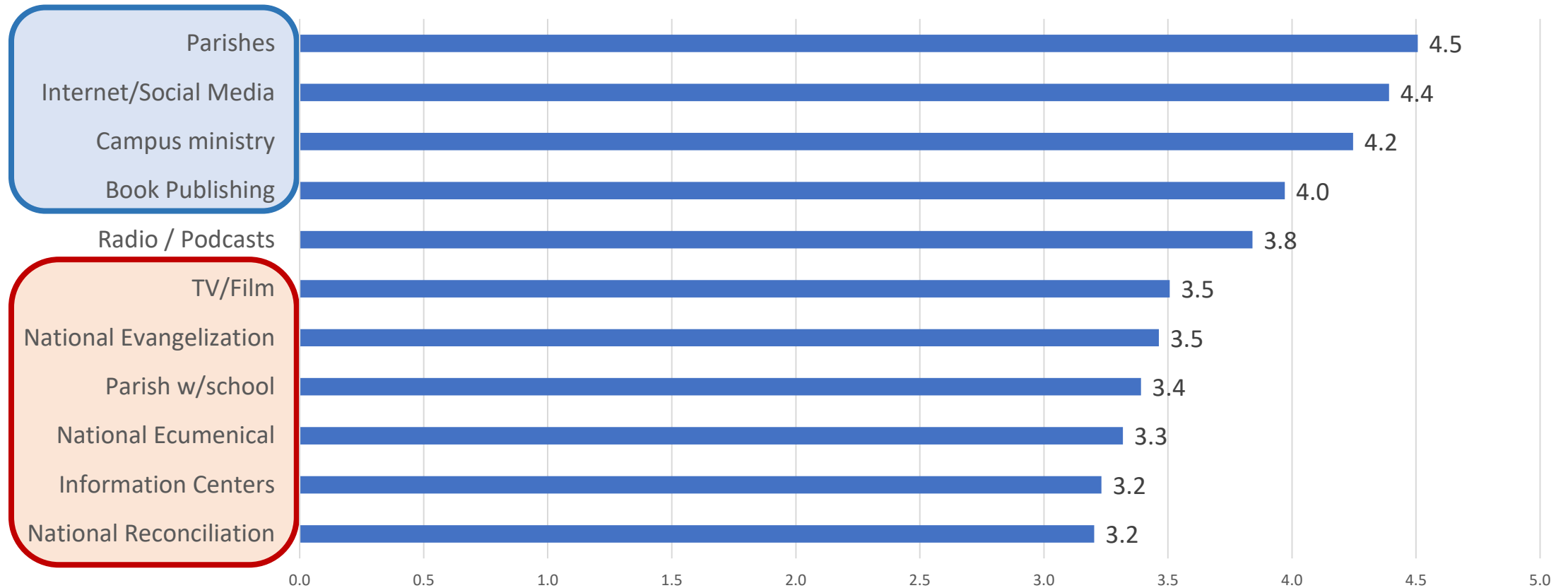
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Take the Emotion Out of It



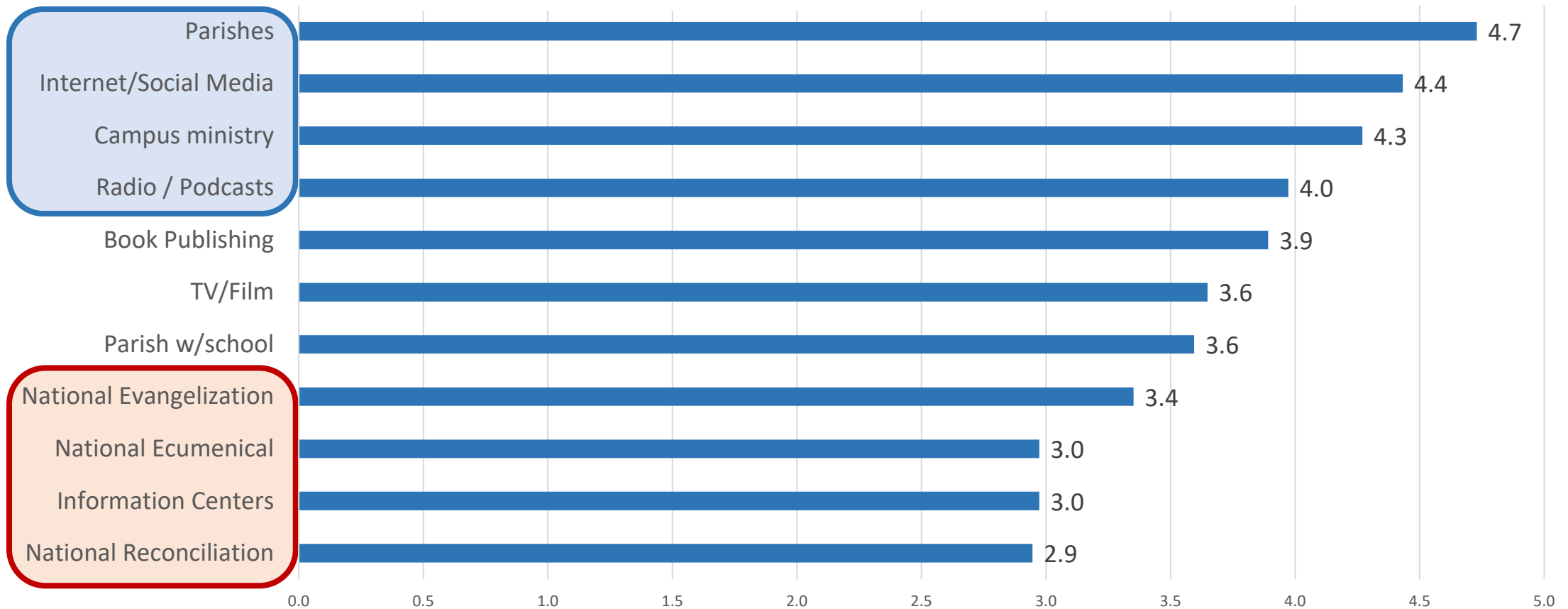
Survey Results – All Respondents

For each of the following ministry types, please indicate your degree of agreement with the statement: **"The Paulist Fathers should continue to staff this ministry with Paulist priests"**



Survey Results – 37 Active

For each of the following ministry types, please indicate your degree of agreement with the statement: "The Paulist Fathers should continue to staff this ministry with Paulist priests"



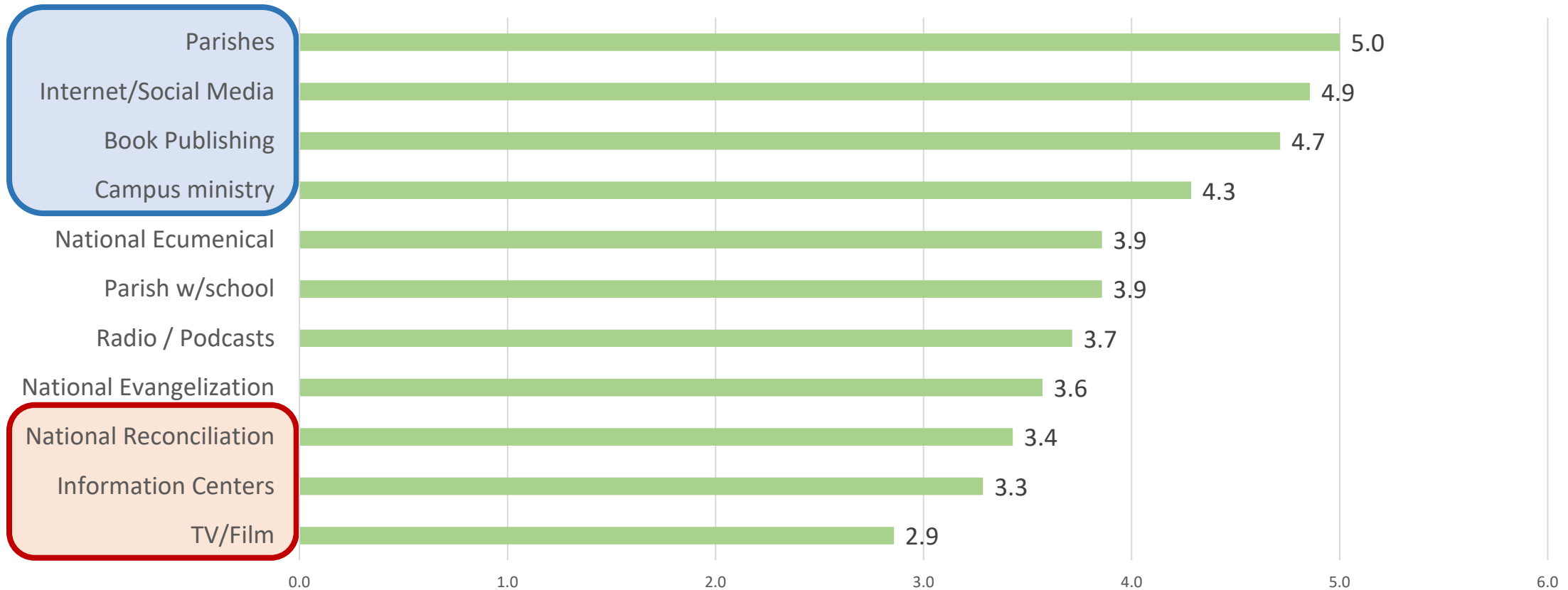
Survey Results – 25 Senior Men

For each of the following ministry types, please indicate your degree of agreement with the statement: "The Paulist Fathers should continue to staff this ministry with Paulist priests"



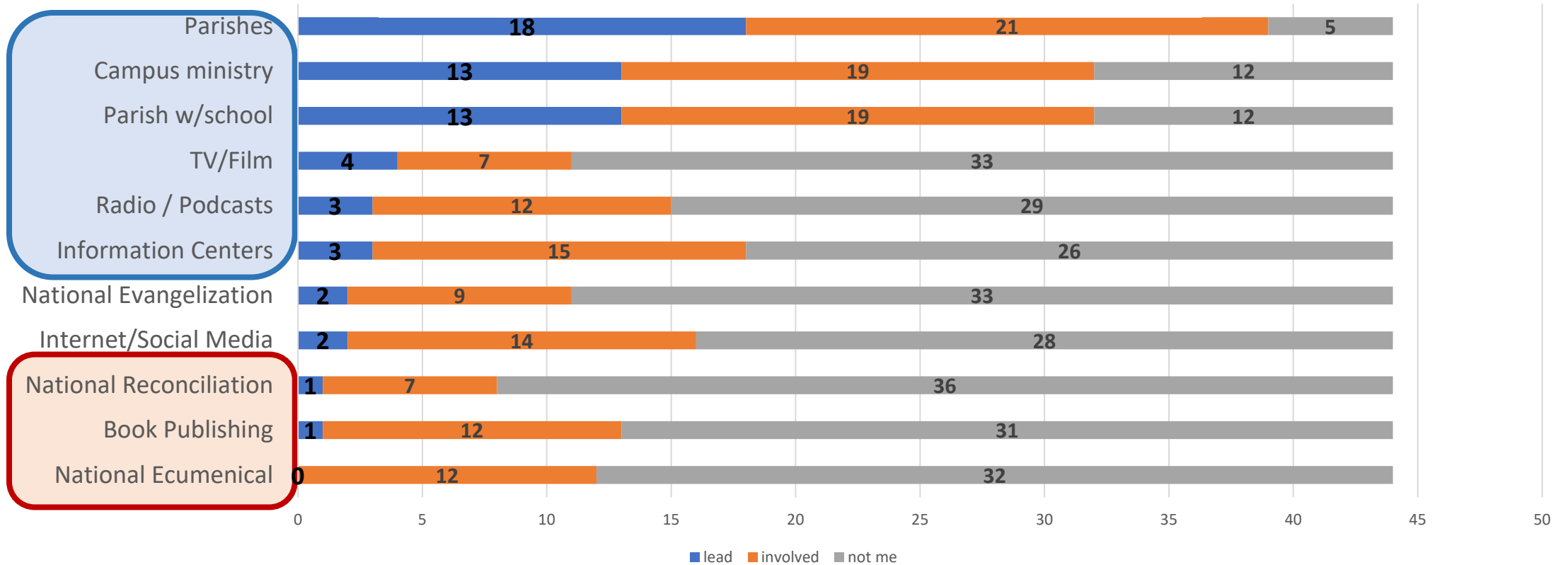
Survey Results – 7 Students

For each of the following ministry types, please indicate your degree of agreement with the statement: "The Paulist Fathers should continue to staff this ministry with Paulist priests"



Personal Interest – 37 Active and 7 Students

And now, for each of the same ministry types, please indicate **your own personal desired level of involvement**: (1) you are willing/able to lead or direct this ministry in your next assignment [pastor or director of this sometime soon]; (2) you are willing to be involved but not be in charge [parochial vicar or associate director, for example]; (3) you do not feel called to/equipped for this ministry ["not for me"]



Sample Foundation Data

Benchmarking Data

Paulist Mission and Charism <ul style="list-style-type: none">o those who are distant from the Catholic Church and its practiceo womeno members of the LGBTQ+ communityo those in their 20s and 30so people of coloro ecumenism	Care for the People <ul style="list-style-type: none">o Avg weekly Mass = 663o B:F ratio = 0.68
Care for Paulists <ul style="list-style-type: none">o Housing for 4o SMS accessible for 2o Ministry for SMS priests - yeso Source of vocations	Viability <ul style="list-style-type: none">o \$799k = '23 Total Revenueo (\$80k) = '23 Revenue less expenseso \$41k = '23 APA contributiono \$520k = Hope for Future Campaign

For Discussion

- **What data do you have that could help you plan?**
- **What information would you want?**
- **How could you get it?**



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Put the
Emotion
Back Into It



Deciding, Communicating, and Implementing



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Steeped in Prayer

- All Paulists
- All Paulist Communities
- Bishops



Paulists say they are preparing to close ministries, due to fewer priests

NEWS

A screenshot of the Paulist Fathers website. The header includes the Paulist Fathers logo and navigation links: "Online Mass", "Our Mission", "Ministries", "The Conversation", "Vocations", and "Donate". Below the header is a social media bar with icons for Facebook, Instagram, Twitter, YouTube, and LinkedIn. The main content area features a blue headline: "AN IMPORTANT MESSAGE FROM THE PRESIDENT OF THE PAULIST FATHERS". Below the headline is a paragraph of text discussing the movement of the Holy Spirit and the current reality of fewer Paulists. A bar chart shows the number of active Paulists by age group: 98 active in 2004 and 85 active in 2024 (estimated). The chart includes a legend for age groups: 30's, 40's, 50's, 60's, 70's, and 80's.

We Paulists discern the movement of the Holy Spirit within ourselves and in our world by continually asking the questions: *What is the Holy Spirit prompting us to do? Where is the Holy Spirit prompting us to go?* As a result of asking these questions, **we have discerned that change is coming. We ask you to please keep us Paulists in prayer at this pivotal time.**

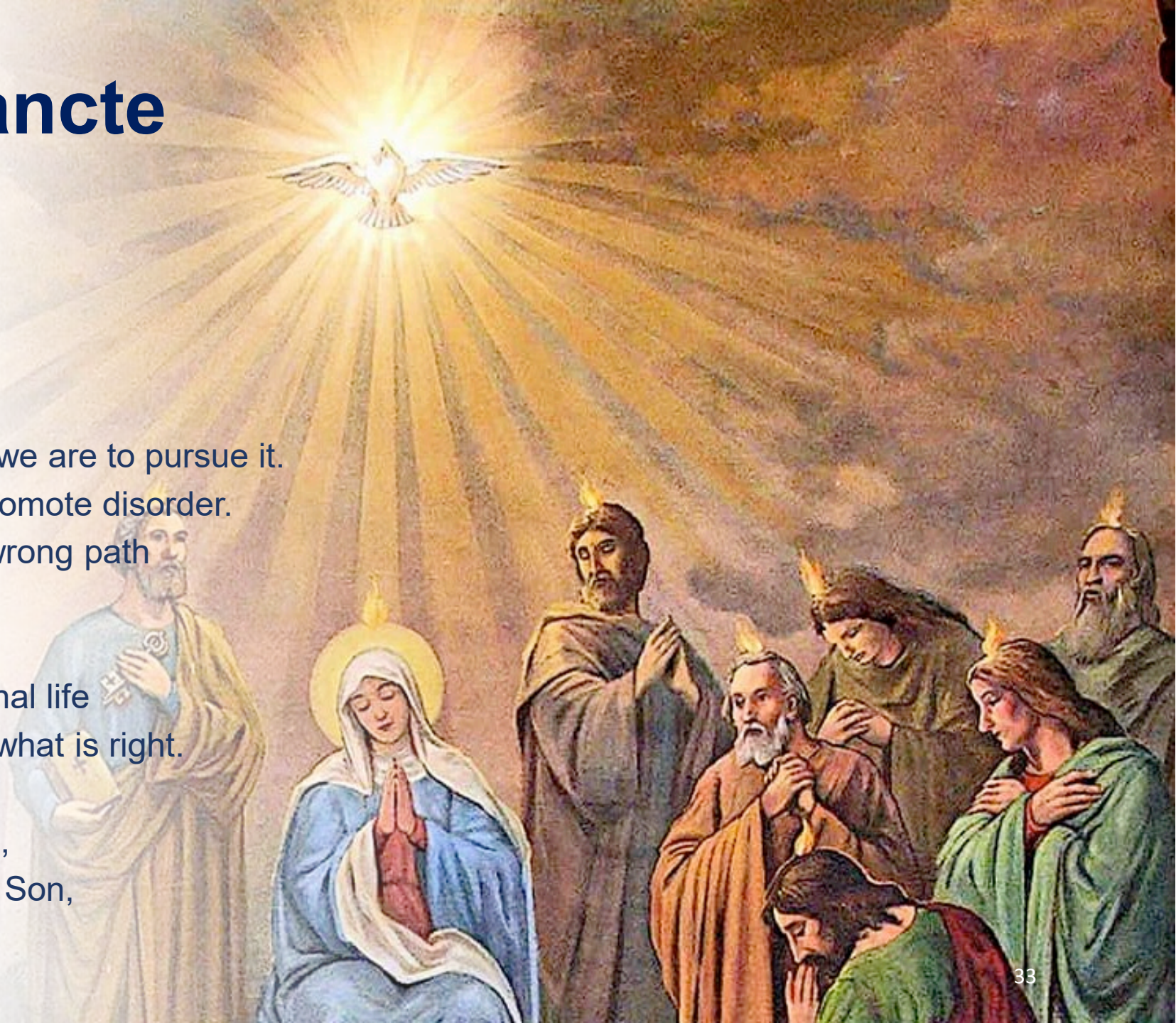
In 2024, as we have done for over 165 years, we are once again engaging in an intentional process of discerning where the Holy Spirit is calling us. The current reality of fewer Paulists demands that we enter into a process by which we decide **which ministries we can continue to staff** and which we will have to entrust to others to carry on the good work we've begun. Our Paulist General Council, along with our lay advisory board, is in agreement with me and the presidential board regarding the urgency of this discernment.

To give you an idea of merely one factor contributing to this present discernment, our number of Paulists in active ministry (ordained but not yet retired) has gone from 98 in 2004... to 85 in 2014... **to 50 active Paulists in 2024.** The last time we had 50 active men in our community was in 1910. Of those fifty active right now, **almost two thirds are in their 60s, 70s and 80s.** In ten years, we project that we'll be down to about 31 active Paulists.

Year	Active Paulists
2004	98
2014	85
2024 (estimated)	50

Adsumus Sancte Spiritus

We stand before You, Holy Spirit,
as we gather together in Your name.
With You alone to guide us,
make Yourself at home in our hearts;
Teach us the way we must go and how we are to pursue it.
We are weak and sinful; do not let us promote disorder.
Do not let ignorance lead us down the wrong path
nor partiality influence our actions.
Let us find in You our unity
so that we may journey together to eternal life
and not stray from the way of truth and what is right.
All this we ask of You,
who are at work in every place and time,
in the communion of the Father and the Son,
forever and ever. Amen.



Defining Moments

- **Reveal** a manager's or organization's basic values
- **Test** the strength of the commitment a person or organization has made
- **Shape** the character of the person or organization – they cast a shadow forward



Isaiah 30:21

Discussion Guidelines

1. Do not try to win the debate. Try to help the GC discern the will of the Spirit
2. Speak from the “I” perspective; admit discomfort and emotions
3. Listen respectfully, openly and fully for understanding, not reacting
4. Challenge the *ideas*, not the *person*
5. Monitor your airtime – give everyone a chance to participate: Step up if your voice is missing, Step back if your voice is dominating
6. Disagree and commit
7. What’s discerned here leaves here; what’s said here stays here

Discuss and Sleep On It



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Communicating What's Been Decided

01

Continuing
current staffing
level at...

02

Completing
ministry at...

03

Changing
staffing levels
at...

Agenda: Four Planning Realities



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2. Criteria for Making Decisions



3. Data Collection and Interpretation



4. Deciding, Communicating, and Implementing



QUESTIONS

For more information, please contact:

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