



Community of Passionist Partners

Facilitator Handbook

December, 2004

Table of Contents

Purpose of manual	Page 3
Mission	Page 3
History	Page 3
Community	Page 4
Formation	Page 4
Convocations	Page 5
Discernment	Page 6
Commitment	Page 6
Role of Facilitators	Page 6
Role of Leaders	Page 7
Board of Directors	Page 8
Executive Director	Page 9
Community Conversational Norms	Page 9
Stewardship	Page 10

Appendix:

- a. History of Formation
- b. Executive Director Job Description
- c. Application Form
- d. Conflict Resolution
- e. Stewardship Manual
- f. Passionist Publications Resource List

Purpose of Facilitator's manual

This manual is presented to each community as a resource for community and leadership development. CPP is at its second level of development where initial programs of formation have taken place and each community is dealing with questions of identity and is working on bringing CPP to whatever development the Spirit has in mind.

CPP has become an integral part of Holy Cross Province and its members are involved in many areas of ministry both within the province, within their parishes and in the world.

Mission

We are a group of lay men and women and professed Passionists partnering with Holy Cross Province, who formally commit to share in the charism of St. Paul of the Cross, through a contemplative prayer life, ongoing spiritual formation, and profession of the message of Christ crucified.

History

The Community of Passionist Partners (CPP) is the result of a long series of discussions that took place over several years involving both vowed Passionists and concerned laity. Lay involvement was a central topic at both the 1988 and 1995 General Chapters. A Lay Collaboration Committee produced a document that was discussed at the Province Chapter in 1995. This initiative was based on a statement issued by the general chapter:

“Our charism is a great gift. Our vocation to keep alive the memory of the Passion of Jesus does not only belong to our Congregation or to our communities; it is open to all those human beings that are moved by the action of the Holy Spirit. We accept the call to live in communion with so many men and women who witness to its relevance and vitality.”

Passionist General Chapter 1994

This foundational idea led to further discussions and refinements in 1996 and 1997. By May 1997, a board of directors was formed, consisting of vowed Passionists and lay persons. The

board commenced work on outlining a specific plan for the development of the CPP program.

In January of 1998, the first formation programs began in Detroit, Michigan and Sierra Madre, California. Within a few months, similar projects began in Chicago, Illinois and Citrus Heights, California. Soon they were joined by formation programs in Houston, Texas, Louisville, Kentucky and eventually in Birmingham Alabama , San Antonio, Texas and Nashville, Tennessee.

CPP was founded in order to foster the Passionist Charism. Vowed Passionists as well as interested laity join together in community for prayer, formation and sharing. There are nearly 1,000 “lay associate” programs in North America and CPP is a unique version of this growing movement in the Church. CPP is unique because of the commitment aspect of our community. Vowed and lay members of CPP join together in formation and all share in the common covenant.

Community

The central focus of CPP is that all members are drawn to the spirituality of St. Paul of the Cross. We form community around the memory of the Passion of Our Lord. We contemplate the mysteries inherent in the Passion and attempt to follow the Holy Founder’s vision in our lives and ministries.

CPP members consider that the Passion of Jesus was the central event in history. Our discipleship is empowered with a “Passion for Life.” We respond to each other and to all of the people in our midst with a sense of compassion and love. This message is needed in our broken world, in our struggling church, now more than ever.

Invitation

In the CPP survey that was distributed in 2002, most members joined CPP based on an invitation. CPP members are encouraged to invite people to join CPP if they think that the person being invited might have an interest in the spirituality of the Passionist Community. A formal application form can be used for this purpose (appendix c).

Formation

In light of the development of the CPPs, a formation program was developed and implemented. Each community gathers monthly and once each quarter there is an all day meeting featuring a presentation of some aspect of Passionist charism. The formation curriculum was sectioned in quarterly sessions for the first four years. Each community of CPPs received the same instruction by an expert group of instructors. The fifth year was designed so that each community decides what they want to study in light of the mission and covenant. A list of the historical formation programs are listed in appendix a.

Convocations

CPP has held two convocations (in 2000 and in 2004). The convocation is a gathering of CPP from all over Holy Cross Province. The community meets to share learning, prayer and fellowship in order to realize that we are one community even though we are mostly meeting with our local group. The convocation provides formation opportunities as we continue to learn about the Passionist Charism and to reflect on the effect that it is having in our lives and in our ministry to the world. The next convocation is scheduled for 2,008 and will include all of the CPP communities as well as the Passionist Associates from St. Paul of the Cross Province.

Discernment

For the CPP, discernment refers to:

- Discerning membership: Candidates first discern whether or not to become a member of CPP
- The community must also discern whether or not the person is a good candidate for membership
- Candidates then must discern the nature of the individual part of their covenant
- Each year, members should again spend time in discernment as they review their covenant deciding to renew and deciding on changes to their individual part of the covenant

Discernment always involves prayer, especially prayer to the Holy Spirit for guidance. Discernment is an integral part of the candidates in first year formation, but also to all members as they progress in their spirituality.

Commitment

As stated in our mission statement “we formally *commit* to share in the charism.” This formal commitment is manifested in the form of a *covenant*. The covenant is the focal point of the first year of formation and is made only after the year of formation where candidates are asked to discern making this commitment. The covenant is renewed annually. The covenant is a special type of commitment. It has meaning and symbolism that resonates with our biblical and spiritual traditions. The covenant:

- Is made with one another, not with the congregation
- Is made by lay and professed
- Is not binding in a legal sense, but is binding in a moral, ethical sense

The covenant as stated:

“I covenant with you, the Community of Passionist Partners, in the presence of God, and witnessed by a representative of the Congregation of the Passion, to foster and pursue the memory of the Lord’s Passion, as a member of the Community of Passionist Partners, in accordance with the spirit and vision of St. Paul of the Cross.

I pledge to do so within the Community of Passionist Partners, for a period of one year, taking part, during this time, in communal prayer and in ongoing formation programs of the Community of Passionist Partners, and in the practice of personal prayer and spiritual direction.

In addition, during this time, I will make my individual promise of ways to live out the mission statement of this community.

Furthermore, as an expression of my love and support for my brothers and sisters of the Community of Passionist Partners, I will serve with them in common mission, participating in community gatherings and entering fully into community life.

With the help of God, the intercession of St. Paul of the Cross, and support of this Community of Passionist Partners, I promise to fulfill this commitment.”

The covenant is usually celebrated in each community with some kind of solemn ritual. Family members and friends may be invited. The covenant is formalized by having the member sign a covenant form which is sent to the CPP central office in Chicago and is kept on file. The initial covenants are affirmed by the Provincial Superior through a letter to the new member accepting their commitment and congratulating them on the covenant based on the common goal to foster the memory of the Lord’s Passion.

Role of facilitators in CPP

The facilitator (local leader) plays a crucial role in CPP. The facilitator is essentially the leader of the local CPP group and as such, provides leadership as a servant to that community. The next section lists an example of the roles of leaders within CPP. It is the facilitator's function to assure that these roles are met by recruiting, training and guiding CPP members in exercising their own leadership roles on behalf of CPP.

Timing and Structure of Meetings

1. Schedule monthly and quarterly meetings in accordance with the consensus of the community.
2. At the meetings following speaker presentations, the meeting consists of community reflections on the presentation, faith sharing, sharing our lives as well as any community business.
3. The next meeting might consist of presentations made by members of the community as well as community business and sharing.

This meeting format will be reviewed periodically with the whole community so that adjustments, changes, additions and ideas can be arrived at by consensus.

Responsibilities of Local Leaders

Listed below are examples of roles that local leaders might follow in leading the community.

1. Active participation in meetings and planning activities.
2. Speaker arrangements:
 - a. Arrange and confirm travel, airport pickup, departure etc.
 - b. Arrange lodging
 - c. Provide hospitality for visiting speakers
 - d. Remind speakers about upcoming presentations and provide information on our annual formation theme
 - e. Room set up
 - f. Preparation of handouts in advance wherever possible
3. Schedule meeting space
4. Schedule lunch for all day sessions
5. Arrange liturgies where applicable
6. Communicate any schedule changes to the community

7. Prepare, maintain and distribute the list of people who are responsible for prayer and refreshments
8. Advise the community on whom to call if they can't attend meetings or have questions. This should be someone who is readily accessible and has an answering machine and/or e-mail.
9. Master list of CPP members:
 - a. Periodic review of master list by the community
 - b. Maintain master list and e-mail list.
10. Additions to invitation list:
 - a. When do we invite non CPP people to attend meetings?
 - b. Recruiting new members and providing orientation and initial formation
11. The leadership team (if applicable) should meet between the all day session and the next meeting to go over issues, do planning etc.
12. Members of the leadership team should arrive early for CPP meetings to make sure that the room set up is ok as well as to handle last minute problems.
13. Structure CPP meetings to allow time and structure for community conversations (see conversation norms below)
14. Develop a proposal process for deciding on initiatives that require spending unbudgeted funds
15. Inform community on the status of absent members, prayer requests etc.
16. Manage finances of the community (see stewardship manual)
17. Provide leadership in conflict resolution (appendix d)

Board of Directors

The board is currently (as of October, 2004) undertaking the creation of by-laws which will detail the process for election to the board of directors as well as solidifying duties and responsibilities of board members. The CPP board has a representative from each CPP community as well as three vowed Passionists (by charter) and currently meets twice annually. The primary role of the board is to represent each CPP Community, and to provide leadership to the province-wide program through guiding and prioritizing the activities of the Executive Director. The board approves the annual budget for CPP (which is a province-sponsored program) which is presented to the provincial authority each year as a funding

request. The board forms committees to work on the directions that are agreed to by the board. Committee membership is not limited to board members, other members of CPP might be invited to work on a committee as needed.

The board has recently created several standing committees which are in the process of forming and working on initiatives:

1. CPP Formation
2. CPP Communications

Board members are nominated by the local community and approved by the sitting board. Terms are three years, renewable once for laity and four years for vowed Passionists. It is the duty of the board member to report to the board on the status of the local CPP group and to keep the local community advised on the work of the board.

Executive Director

The executive director is ex-officio to the board and coordinates each semi-annual board meeting in collaboration with the board co-chairs. In addition, the executive director provides formation resources to the local communities, publishes the Charism Newsletter and represents CPP on various boards and committees. The executive director undertakes initiatives at the direction of the board and is evaluated annually based on a job description (see appendix b).

Community conversational norms

The following conversational etiquette have been developed and are recommended for each community to use, or to initiate a conversation about what these norms might be in each local community:

1. Allow adequate time for discussion at each meeting
2. If time is running out, state that (a member of the leadership team should be assigned as timekeeper)

3. Do not speak over somebody else's comments
4. Do not shout
5. Maintain awareness of being brief in our comments, not everybody has the same need for detail
6. Practice respectful, active listening
7. Everybody has a need (and a right) to be heard
8. Information should be given to the community without editorial comments
9. Tone is as important as content, if a suggestion or a comment is being made, be mindful of your tone of voice and be respectful of others intentions.
10. We are all doing the best that we can. Make suggestions or call shortfalls to the attention of leadership in a spirit of compassion and fellowship

Stewardship

One of the areas that have been defined by the province as well as the board is the idea that the CPP communities should become financially independent. Stewardship is an ideal that we are using as a guiding principle. Stewardship of the Passionist Charism includes formation in the spirituality of St. Paul of the Cross and our responsibility for the community's organizational and financial life.

Attached to the facilitator handbook is a copy of the stewardship manual that was created and distributed in April 2002. (appendix e)

Questions related to setting up an account? Contact Tim O'Brien at (773) 631-1686 or tim0707@aol.com.

Formation Resources

Materials are available for each community to use in planning formation programs. Passionist Press in Union City New Jersey provides a good variety of written and other media. A copy of their current catalog is in appendix f. Other resources are currently under development by the formation committee and will be forwarded as soon as possible.

Appendix a

History of the CPP Formation Program

1st Year. “Moving toward Covenant”

- Memory of the Passion (Sr. Elissa Rinere CP)
- Life and Spirituality of St. Paul of the Cross (Fred Sucher CP)
- Prayer and Apostolate (Jack Conley CP)
- Outstanding Passionists (Kenneth O’Malley CP)

At the end of the first formation year, members covenant with the community and Province

2nd Year. “Living the Covenant:

- Discernment in the Spirituality of St. Paul of the Cross (Richard Burke CP)
- The Passion and the Four Gospels (Don Senior CP)
- Noisy Contemplation (Bob and Carol Smith)
- Vatican II BS St. Paul of the Cross (Philip Paxton CP)

At the end of the second year, new members who feel ready, enter into covenant with the community, and those who previously covenanted renew or revise their commitments as well.

3rd year : Toward Ministry:

- Remembering the Passion (Elissa Rinere CP)
- The Meaning of Suffering in our Lives (Fred Sucher CP)
- Two other presentations arranged by the local community

4th year: Theological Reflection and Contemplation:

- Theological Reflection and Contemplation (Kenneth O’Malley CP)
- Lay Spirituality (Thomas More Newbold and Robert Smith)
- Two other presentations arranged by the local community

5th year: Encountering and Ministering to the Crucified:

- Each community decides what they want to study in light of the topics of contemplative prayer, ongoing spiritual formation and profession of the message of Christ Crucified

6th and 7th Year: The Charism unfolds..... how far we have come and how far we have to go.

This was the theme of the 2004 convocation and the CPP board formation committee decided that this theme would carry forward for at least two years. The convocation consisted of 4 formation workshops which were videotaped and shared with each community to use along with reflection questions and facilitator notes.

Appendix b

Executive Director's Job Description September 2004

Summary

The role of the Executive Director is to be the point person for CPP within Holy Cross Province and be the representative of CPP to other Passionist Provinces and to other organizations engaged in the ministry of "Lay Association"

The Executive Director is responsible for developing the annual budget and implementing an reporting on all financial activities. The Executive Director is also responsible for coordination of semi-annual board meetings, taking an distributing minutes and implementing board decisions related to strategic and tactical issues.

Duties:

Service to local CPP Communities:

- A key role of the Executive Director of CPP is to provide service to local communities including:
 - Providing written and other formation resources
 - Coordinating formation speakers
 - Annual visit to each community (where practicable) to attend meetings, provide training and assist in problem solving
 - Provide Leadership training and consultation

Financial

- Preparation of annual budget
- Present board approved budget to Provincial Authority for approval
- Transact all financial aspects of CPP (as a province sponsored program, payroll, benefits and use of province resources like copying & shipping are charge to CPP through a monthly report, all other expenses are paid directly by CPP office).
- Maintain books and records of CPP Central Office
- Perform monthly bank reconciliation, countersigned by Province Controller.
- Prepare financial reports, budget versus actual and forecast, present to board with variance narrative.
- Prepare monthly journal transactions (based on monthly report form the provincial financial office.
- Assist each CPP community in financial management, including managing funds as requested by the local CPP communities

- **Communications**
 - Editor of Charism newsletter (Published three times per year)
 - Preparation of board briefing materials & reposts on activities
 - Report to Holy Cross Province on the activities of CPP
 - Oversight of CPP website :www.passionist.org/partners/
 - Write articles for various Passionist and other lay associate publications re: CPP (Compassion Magazine, St Paul of the Cross Province Newsletter, Province Perspectives, Province Forum, Associate Newsletter (NACAR))
 - Provide periodic communications to all CPP members (Minutes, announcements etc).
 - Provide information related to NACAR and other “lay associate” groups.

- **Events**
 - Coordinate semi-annual board meeting:
 1. Prepare agenda
 2. Provide report to CPP Board
 3. Provide briefing materials to board members in advance of the meeting
 4. Coordinate travel and lodging
 5. Take and distribute minutes
 6. Communicate outcome of meetings to all CPP members
 - Convocation:
 1. Assemble committee
 2. Coordinate meetings & conference calls
 3. Coordinate event with local retreat center
 4. Prepare and resource signage & materials, manage vendor relations
 5. Coordinate local resources (music, videos)
 6. Coordinate logistics
 7. Coordinate hospitality
 8. Perform setup for event
 9. Billing and collection of convocation fees
 10. Do accounting for event
 11. Provide/coordinate ground transportation for attendees
 12. Provide on site support for liturgies and prayer services
 13. Shop for and deliver hospitality goods
 14. Engage speakers, coordinate topics
 15. Provide on –site support for speakers
 16. Do invitations
 17. Manage the registration and cash collections process
 18. Coordinate material that are sold at the event
 19. Prepare and distribute attendee materials (folder, event program, prayer cards, stickers etc).
 20. Perform post-convocation distribution of videos and other materials

Representative of CPP :

- Serve as representative of CPP to other organizations:
 - **Mid West Kindred Spirits** (group of lay associate program directors).
 - **NACAR** (North American Conference of Associates and Religious)
 - **ICLA**: Interprovince Committee on Lay Association, serving as representative of CPP (meets twice a year-spring and fall). This group meets to discuss various way of collaborating with St. Paul of the Cross Province. Includes travel and making presentations to groups in St. Paul of the Cross Province.

Board of Directors:

- The Executive Director serves at the pleasure of the CPP board. All activities are reported to the board, budgets are approved by the board etc.
- The Executive Director takes minutes and distributes minutes of the CPP Board meetings. (S)he coordinates all of the board gatherings and implements any strategic initiatives as set out by the board.

Other Duties:

- Succession planning
- Record keeping (document management)
- Maintaining board roster
- Public presentations re: CPP and the Passionist Community.
- Research (survey of 2002) and analysis.
- Other duties as assigned by board co-chairs and provincial authority.

Appendix c



Community of Passionist Partners

Application

Name: _____

Address: _____

Telephone #: _____

E-mail: _____

Reason for your interest in the Community of Passionist Partners:

May the Passion of Jesus Christ be always in our hearts

Appendix d

Conflict Resolution

“Covenantal relationships induce freedom not paralysis. A covenantal relationship rests on shared commitment to ideas, to issues, to values, to goals....Words such as love, warmth, personal chemistry are certainly pertinent/ Covenantal relationships are open to influence

--Max DePree, Leadership Is an Art

Conflict at one level or another is an expected dynamic of any group. It therefore becomes an important task of leadership in CPP to understand that conflict is not a sign of failure, but as a sign of development.

In his book *Getting to Resolution*, by Stewart Levine (Berrett Koehler, 1998), the author, an expert in conflict resolution, provides a good model for moving from conflict to resolution. His model is a seven step approach that recognizes a need for a comprehensive path to resolution.

1. **Adopt an attitude of resolution:** This attitude can be developed by listening, sharing concerns and knowing that there is an agreement waiting to be discovered. The leader needs to reflect certain behaviors that helps others to resolution:
 - a. Respect for everyone’s viewpoint
 - b. Sincerity and open-mindedness in listening
 - c. Integrity -- manifest as trustworthiness and fairness
 - d. Dignity & clarity that you have everyone’s interests at heart
 - e. Authenticity and candor in communications
 - f. Humor and tranquility
 - g. Knowing that you can help create a path to resolution
 - h. Confidence that resolution can be achieved.
2. **Tell your story:** The leader listens carefully to others’ stories in a particular situation. The leader also has a story and it is important to share it. This is that information gathering stage of conflict resolution.
3. **Preliminary Vision:** This step recognizes that potential resolution emerges from the stories that were shared. The vision of the future is being created through the interaction of people of good will. The leader or facilitator’s role is to call the emerging vision to the attention of the parties in conflict and continue in dialog. Recognize that often people are bringing expectations to the conflict resolution, it is important that they state what those expectations are in order for the vision to emerge.

4. **Getting Current and Complete:** The past is brought current so that we can move into the future. The bases of the conflict have been brought out into the open. The leader at this point ensures that everyone has disclosed all information about the situation. The process provides a safe context to articulate things that are highly charged. The shared emotion of vulnerability allows compassion for one another to emerge. As in other aspects of our spiritual lives, compassion can provide the healing that is necessary to move toward resolution.
5. **New Vision: Agreement in Principle:** At this point, agreements in principle can be made. Take small steps “Nothing is agreed until all is agreed”. People need to get comfortable with the new vision. The facilitator should be sensitive to lingering hostility that can come in several forms: indecisiveness, complaining, negativism, silence etc. The leader needs to be sensitive to these dynamics and understand that the new vision will not take unless the agreement in principle takes place. Our commitment as Passionist Partners means that we will stay with the process until we come to resolution.
6. **New Agreement; Vision in Action:** Agreements come in three phases:
 - a. The process of agreement, take steps to determine if shared vision is present. If present, you have an agreement.
 - b. The phenomenon of agreement, hearts and minds are in alignment to the new vision. Do you trust the agreement?
 - c. The artifact of agreement: put it in writing. This will act as a guide to move the relationship forward.
7. **Resolution is:**
 - a. An outcome
 - b. The condition where conflict and disagreement are put to rest
 - c. Induces everyone to evaluation his or her relationships
 - d. Returns everybody to “normalcy”

Stewart Levine brings his years of experience as an attorney and as somebody who has committed himself to resolving conflicts. His model is a good way to think about the aspects of conflict resolution but leaves out an essential element for us as CPP—Prayer. We must if we are true to the commitment that we have made to CPP, bring our difficulties to prayer and bring prayer to our difficulties.

Amen