



**MMMI**

**MISSION & MINISTRY, INC.**

*A Ministry of the Daughters of Charity*

*... stirring the flames of charity*

**STRATEGIC LEADERSHIP  
WITH COMPASSION:**

**INFUSING MISSION WITH  
VISION AND SPIRIT**

***FROM THIS LIVE ENCOUNTER  
WILL COME THE WORK***

# A WORD FROM THE SAINTS

Lord, help me to make time today to **serve**  
**You in those who are in most need of**  
**encouragement or assistance.**

St. Vincent De Paul

The Lord GOD has given me  
the tongue of a teacher,  
**that I may know how to sustain**  
**the weary with a word.**  
Morning by morning **God wakens—**  
**wakens my ear**  
**to listen as those who are taught.**

Isaiah 50:4

# HOW THE FLAMES ARE STIRRED



Mission & Ministry, Inc., a granting entity of the Daughters of Charity Province of St. Louise, **serves as a catalyst for change** in the communities where the Daughters of Charity minister. Mission and Ministry **works to alleviate poverty by providing encouragement and financial support** for works of the Daughters of Charity and other non-profit organizations **which serve persons living in poverty.**

# HOLDING IN TRUST



## Simple Gifts

As you listen to this hymn  
with your hands holding the community  
you serve **ponder how**  
**you are called to bow and bend** and then  
share a word with a table partner

## ABIDING IN THE WORK

To do the work carefully and well, with love and respect for the nature of my task and with due attention to its purpose, is to **unite myself to God's will in my work. I become God's instrument. God works through me.**

THOMAS MERTON

What happened?  
My own collected thought  
Encountered the hidden potential of the wood;  
**From this live encounter came the work**  
Which you ascribe to the spirits.

CHUANG TZU

## THREE GROUNDING QUESTIONS

- 1. How do I do the work carefully and well, with love and respect for the nature of my task with you?**
- 2. How can I encounter the hidden potential of this gathered community and serve you well?**
- 3. How will you join me in the act of continuing creation?**

## OUR WORK TODAY

- My own story of service - *Discernment of Call*
- Engaging your values
- Compassion and suffering
- Strategic leadership
- *Life with intention* - living *within tension*
- Two case studies
- Some tools and resources for the work going forward
- Go forth to love and serve

# WHAT SPIRITUAL TRADITIONS TELL US

The great insight of our spiritual traditions is not to deny the reality of the outer world, but to help us understand that **we create that world, in part, by projecting our spirit on it – for better or worse.**

Parker Palmer

# A Little History Which Speaks to My Spirit

## Personal

One generation removed  
from Birmingham

Raised by an African  
American woman - *Ethel  
Chappell*

Political organizer in urban  
Philadelphia right out of  
college

Religious conversion on  
Dr. King's 60th birthday

## Faith

Itinerant Presbyterian

Progressive evangelical

Formed 4 years in  
Episcopal Church EFM  
Program

I have a Roman Catholic  
spiritual director

My home church is an  
African American Baptist  
Church in Chester

# AND...I AM A RECOVERING CARTESIAN

The first precept was never to  
accept a thing as true until  
**I KNEW** it as such without a  
single doubt.

*Rene Descartes*

**SO WHAT ABOUT**  
**YOUR GUIDING VALUES?**

**Select a value from the ones you picked when you went to the website and tell a table partner how that value informs the work that you do.**

**If you did not have a chance to do this share a value that you know does deeply inform your work.**

## My Guiding Values



**I AM A SOWER OF SEEDS**

**Community Service  
Friendship  
Human Rights  
Independence  
Making a Difference  
Trust  
Perseverance  
Risk-Taking  
Vision  
Commitment**

# Jim Emrich

## Life Purpose - Vision - Mission



### Guiding Values

Community Service, Friendship,  
Human Rights, Independence,  
Making a Difference, Trust,  
Perseverance, Risk-Taking, Vision,  
Commitment

### Life Purpose

I walk the road of faith each day for and with others in service to the common good.

### Vision

I act as a servant-leader to help reform societal institutions. This is the focus around which my activities as a civic entrepreneur and shepherd are centered.

### Mission

I help others to **discover** and recover the **animating spirit** which motivates and guides them in their life and work. I help leadership communities **develop the vision and mission** of their institutions of work that are created to serve the world.

# MY BOARD

**CREATE  
YOUR OWN  
BOARD  
OF  
TRUSTEES**

***They will  
hold you  
accountable***



**Consider Creating Your  
Life Purpose - Vision - Mission  
Which Grow Out Of Your Guiding Values**



**Invitation to  
a Live Encounter**

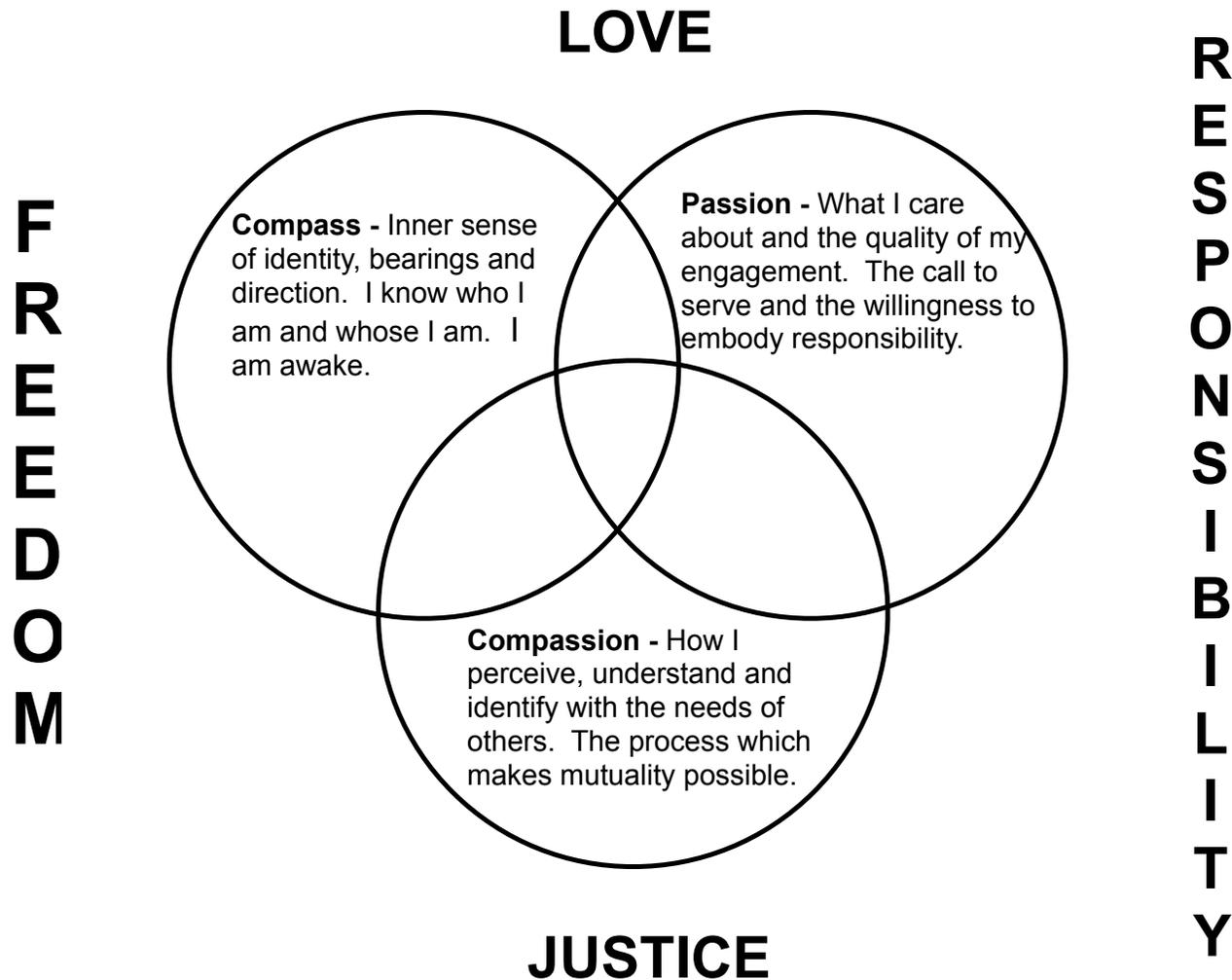
***I will gladly spend one  
hour talking with you  
about any of these  
statements and how  
they might shape your  
call.***

**COMPASSION—SUFFERING**

**&**

**PRESENCE**

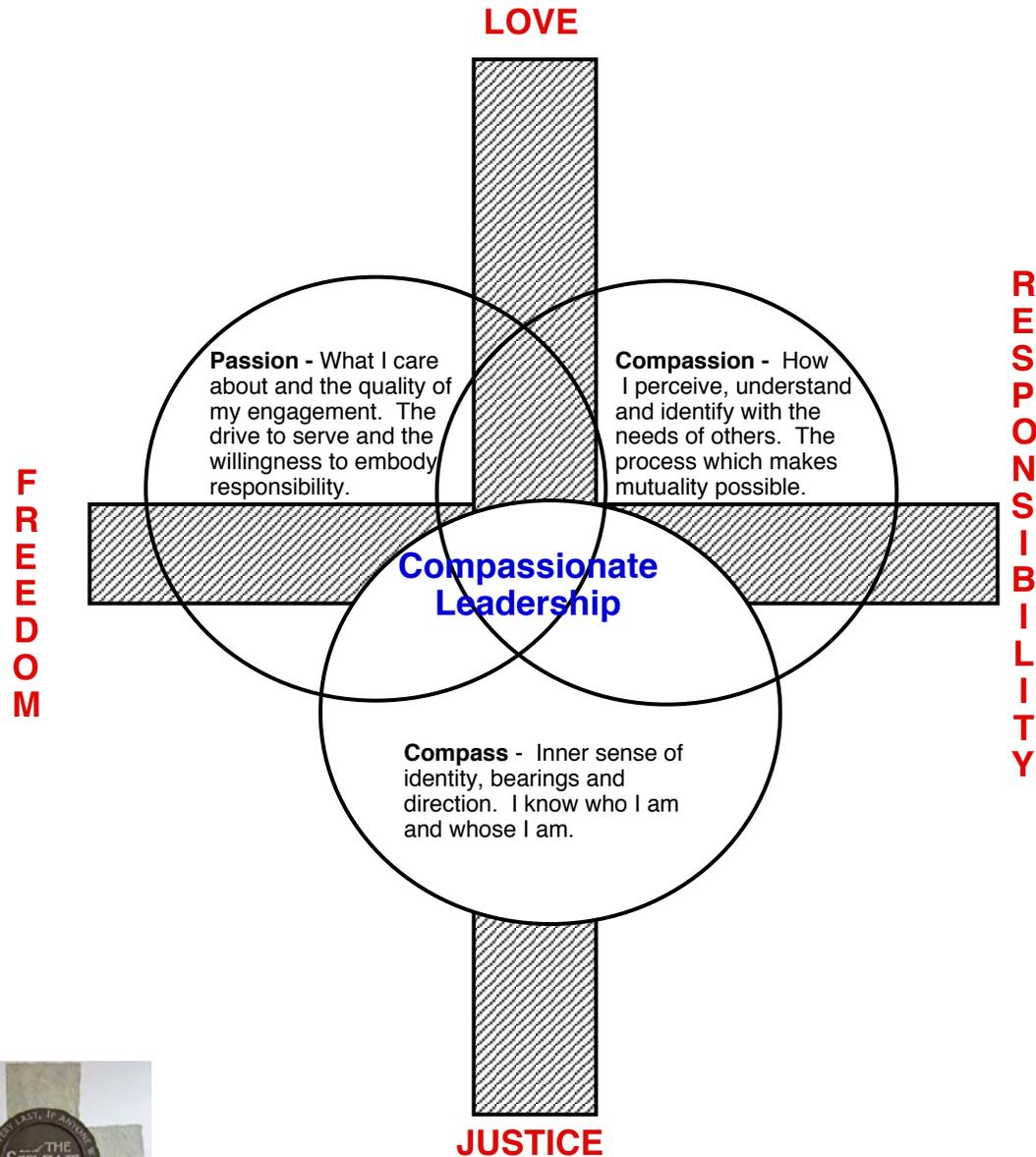
# *The Servant - Leader*



*A Compassionate Presence*

# Compassionate Leadership

The Work of Servant-Leaders



Servant-Leader Associates - [servant-leaderassociates.com](http://servant-leaderassociates.com)

# *The Servant - Leader*

LOVE

## ***Compass***

Inner sense of identity, bearings, direction. **I know who I am and whose I am.** I am awake.

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JUSTICE

*A Compassionate Presence*

# *The Servant - Leader*

LOVE

## ***Passion***

What I care about  
and the quality of my  
engagement. The

**call to serve and the  
willingness to  
embody  
responsibility**

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JUSTICE

*A Compassionate Presence*

# *The Servant - Leader*

LOVE

## **Compassion**

How I perceive,  
understand and  
identify with the  
needs of others.

**the process which  
makes mutuality  
possible**

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JUSTICE

*A Compassionate Presence*

# COMPASSION—SUFFERING

- Compassion literally means **suffering together**
- It causes you to **act to relieve the suffering of others**
- It is empathy and altruism in action

**FROM *NO-WHERE* TO *NOW-HERE***

**TO LIVE WITH INTENTION**

**IS TO**

**LIVE WITHIN TENSION**

**AND THIS**

**CAN ENGENDER CREATIVITY**

# To Live With Intention Is To Live Within Tension



Servant-Leader Associates  
James S. Emrich  
Email:  
[servantleader1@me.com](mailto:servantleader1@me.com)

# To Live With Intention Is To Live Within Tension

Acknowledge your tendency to act with  
*Hypocrisy* and in doing so seek to minimize it



From No Where  
to  
Now Here

**To Live With Intention  
Is To  
Live Within Tension**

**From No Where  
to  
Now Here**

***Honesty* - Speak the truth in love**

# To Live With Intention Is To Live Within Tension



From No Where  
to  
Now Here

***Humility*** - Take your service seriously -  
Don't take yourself so seriously

# To Live With Intention Is To Live Within Tension



From No Where  
to  
Now Here

**Hostility** - Your ego is often strongly opposed  
to your letting go

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**To Live With Intention  
Is To  
Live Within Tension**

***Hospitality*** - Create a space to welcome  
the stranger and strange ideas

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**From No Where  
to  
Now Here**

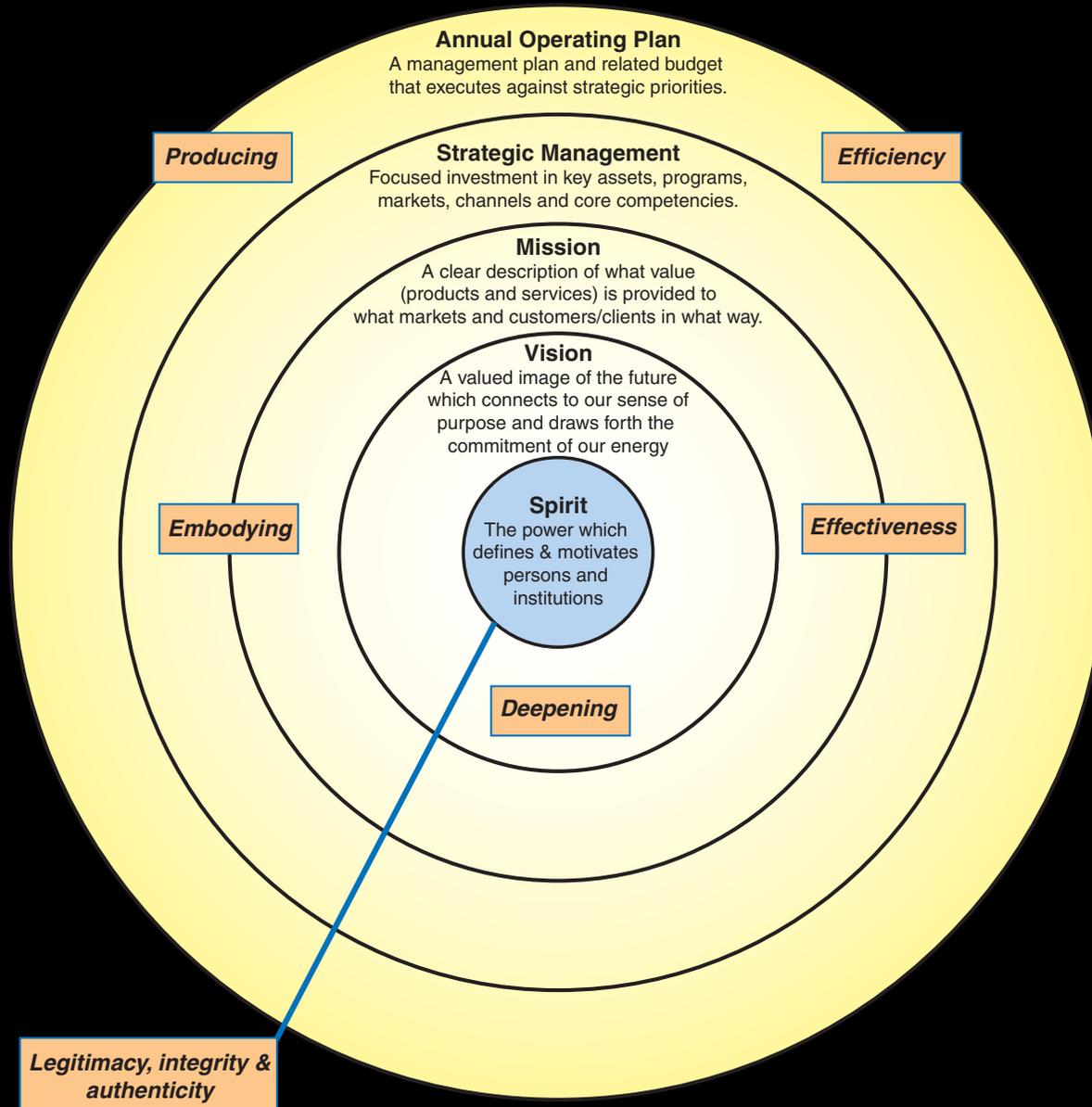
# To Live With Intention Is To Live Within Tension

***Humor*** - A chuckle about yourself  
and your challenges is healthy



**From No Where  
to  
Now Here**

# *Strategic Leadership with Compassion: Infusing Mission with Vision & Spirit Explicating Mission Through Strategy & Focus*



# Spirit

The power which  
defines & motivates  
persons and  
institutions

# Vision

**A valued image of the future** which connects to our sense of purpose and draws forth the commitment of our energy

# Mission

**A clear description of**  
what **value** (products  
and services) is  
provided to  
what markets and  
customers/clients in  
what way

Mission & Ministry, Inc., a granting entity of the Daughters of Charity Province of St. Louise, **serves as a catalyst for change** in the communities where the Daughters of Charity minister. Mission and Ministry **works to alleviate poverty by providing encouragement and financial support** for works of the Daughters of Charity and other non-profit organizations **which serve persons living in poverty.**



# Strategic Management

**Focused investment in**  
key assets, programs,  
markets, channels and  
**core competencies**

# Annual Operating Plan

A management plan  
and related budget  
**that executes  
against strategic  
priorities**

# TWO CASE STUDIES



# From “Dumb Terminals” to 500 Employees over 39 Years



## INSPIRITEC

Inspiring Work Through Technology™

### OUR MISSION

We provide award-winning Contact Center & Help Desk solutions, delivering superior customer service by combining customized technology with affirmative employment of professionals with disabilities, veterans, and disadvantaged individuals.



#### MILITARY VETERANS

We pride ourselves on providing jobs for veterans.



#### RETURN ON INSPIRATION

Our proven approach delivers business results and personal growth.



#### CONTACT CENTER SERVICES

See how we can help your business provide top-of-the-line customer service.



#### SUCCESS STORIES

Find out what makes working at InspiriTec rewarding.



More than  
**1,000**  
professionals with disabilities  
hired since 2000



**213**  
veteran employees



Projects generate  
**\$39 Million**  
in estimated annual revenue



Agents handle over  
**215,000**  
calls per month

# A SHORT TALE OF FOUR DECADES

- IT STARTED WITH DIGNITY **AND** PRODUCTIVITY
- COMPUTERS AS AN ENABLING TECHNOLOGY
- DEVELOPING ADAPTIVE TECHNOLOGIES
- ADDING **INSPIRED** TO SOCIAL ENTREPRENEURSHIP
- CREATING COMPETENCIES IN
  - TRAINING FOR PLACEMENT
  - CASE MANAGEMENT
  - PROGRAMMING

- **RECOGNIZING CASE MANAGEMENT AS ECONOMIC ENGINE**
- **TAKING THE HELP DESK TO THE NEXT LEVEL**
- **SCALING CASE MANAGEMENT THROUGH INBOUND CALL CENTERS**
- **SERVING THOSE WHO HAVE SERVED US**
- **“GLAD YOU’RE SO SUCCESSFUL BUT YOU ARE NOT REALLY AN INCLUSIVE WORK PLACE”**



# INSPIRITEC

Inspiring Work Through Technology™

**Our mission is to be an inspired social entrepreneurship** that adds value to the lives of disabled and disadvantaged persons, the destinies of our corporate partners and the careers of our employees.

**What we do and how we do it will become a model for businesses and human service organizations alike.**



# INSPIRITEC

Inspiring Work Through Technology™

**We know it's possible to deliver world-class contact center and IT support services while also delivering compassionate human services because we do it every day. Integrating a culture of caring with a proven process for performance, our **Return on Inspiration Model** delivers business results for our clients and personal growth for our employees.**

# Return On Inspiration





**NADINE SHAEFFER**  
***DON'T LET***  
***YOUR DISABILITY***  
***DEFINE YOU***

Keep on trucking.

# From Our Living Room to a School Over 13 Years



# POLITICS AND PROPHECY WITH THE LIVES OF CHILDREN AT STAKE

- IT ALL STARTED WITH **CHESTER CHILDREN AND MUSIC**
- IT THEN BECAME A MATTER OF **PERFORMANCE AND JUSTICE** FOR SOME PEOPLE IN SWARTHMORE - OUR LIVING ROOM
- HOW TO HELP
  - GIVE MONEY TO THE SCHOOL DISTRICT
  - CREATE A PARTNERSHIP SCHOOL
  - CREATE A CHARTER SCHOOL

- **ARTS INTEGRATION AS A DISTINCT COMPETENCY**
- **KEY STAKEHOLDERS**
- **PARTNERSHIP SCHOOL FOR 4 YEARS**
  - **UNION BOYCOTT**
  - **COMMUNITY LEADERS OPPOSITION**
- **CHARTER SCHOOL FOR 5 YEARS**
  - **SCHOOL DISTRICT OPPOSITION**
  - **BROAD PARENTAL SUPPORT**
- **FROM INDUSTRIAL PARK - SAFE HAVEN  
TO CITY OF CHESTER - REALLY TOUGH  
PART OF TOWN**
  - **CITY SUPPORT**
  - **PARENTAL CONCERN**

**WE ARE NOW  
A SCHOOL FOR  
THE CHILDREN OF CHESTER AND  
WE HAVE THE POTENTIAL TO BE  
AN ANCHOR INSTITUTION IN  
THE CITY OF CHESTER**



THE  
CHESTER  
CHARTER  
SCHOOL  
FOR THE  
ARTS

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## Welcome to Chester Charter School for the Arts!

SCHOLARSHIP ~ CHARACTER ~ CRAFTSMANSHIP ~ PURPOSE



## Our Mission

The Chester Charter School for the Arts **empowers students to realize their best selves**, and employ their intellectual and creative power to succeed personally and to enrich their community.

# Our Vision



All CCSA students will graduate and **be prepared for college, conservatory, technical school, the military or gainful employment.** This means that students will demonstrate:

**Scholarship** - All students will meet or exceed the CCSA standards in all academic areas.

**Strong Character** - All students will demonstrate scholarly habits and the CCSA core values.

**Craftsmanship** - All students will possess the 21st century skills to create academic and artistic works with high quality craftsmanship.

**Purpose** - All students will have a clear goal and action plan for their future academic/career pursuits.



**WENDY  
EMRICH**

**MID-WIFE  
OF OUR  
SCHOOL  
FOR  
10 YEARS**

**WITH  
RIGOR AND LOVE  
WE OFFER  
OUR CHILDREN  
NEW AND CREATIVE  
LENSES TO  
SEE AND ENGAGE  
THE WORLD**



**TOOLS**

**AND**

**RESOURCES**

# BOOKS I WOULD RECOMMEND

## **PARKER PALMER**

- *The Active Life*
- *The Promise of Paradox*
- *Let Your Life Speak*

## **ROBERT QUINN**

- *Deep Change*
- *Change the World*

## **MARGARET WHEATLEY**

- *Leadership and the New Science*
- *Finding our Way*
- *Perseverance*

## **HOWARD THURMAN**

- *Jesus and the Disinherited*
- *Meditations of the Heart*
- *Disciplines of the Spirit*

# CENTER FOR COURAGE & RENEWAL

The screenshot shows the website for the Center for Courage & Renewal. At the top, there is a search bar and social media icons for Facebook, Twitter, YouTube, LinkedIn, and RSS. The navigation menu includes links for About, Stories, Programs, Parker J. Palmer, Resources, Donate, Blog, and Contact Us. Below the navigation is a banner with four images: a group of people talking, a collage of photos, a portrait of Parker J. Palmer, and a group of people sitting at a table outdoors. The main content area is titled "About the Center for Courage & Renewal" and features a quote from Parker J. Palmer: "Can we learn to respond to the mounting violence in our time with soul-honoring and life-giving ways of being in the world? Much depends on the answer." Below this is a portrait of Parker J. Palmer and another quote: "Good work is done with heart as well as knowledge and skill, done with a depth of commitment that brings integrity and courage to the workplace. But workplace culture can make it risky to reveal our hearts. So we hide them - and sometimes lose them." The website also lists "Programs & Retreats" and "Facilitators".

CENTER FOR  
Courage  
& Renewal

Search... Subscribe to Newsletter

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## About the Center for Courage & Renewal

**Our mission** is to create a more just, compassionate and healthy world by nurturing personal and professional integrity and the courage to act on it.

Distrust, stress, isolation, and burnout are robbing society of what's possible when people bring integrity and humanity to the places where they live and work.

As a result, we are losing competent and compassionate individuals in some of society's most crucial roles—educating children, caring for patients, serving congregations, leading teams and organizations, and fostering civic community. The costs are substantial as once-committed people lose their sense of purpose and passion, grow disillusioned and disengaged, and eventually drop out.

**To create a more just and compassionate world—and sustain the leadership we need for such a world** — we need more people who can work together to solve pressing, complex problems. Responsibility can no longer rest solely with designated leaders. It requires all of us to claim our leadership roles and responsibilities.

Courage & Renewal programs cultivate the heart and soul of leadership, encouraging people to "lead from within." Courage & Renewal programs help people:

- Lead and act with courage on their true callings
- Develop trustworthy relationships
- Cultivate practices to sustain themselves and inspire others for the long haul
- Work together to transform the institutions they serve

The Center for Courage & Renewal and its growing global network of [Courage & Renewal Facilitators](#) help people lead lives of courage and integrity by offering [online resources](#), in-person retreats and personal/professional development programs. Our Facilitators lead programs using the [Circle of Trust® approach](#), based on the work of author and activist [Parker J. Palmer](#).

[See more about the Center's history.](#)

*Can we learn to respond to the mounting violence in our time with soul-honoring and life-giving ways of being in the world? Much depends on the answer.*

— Parker J. Palmer

[Next quote »](#)

### Programs & Retreats

- [Go to the Program Calendar](#)
- [Event Categories](#)
  - [For Everyone \(Life & Work\)](#)
  - [For Leaders](#)
  - [For Clergy & People of Faith](#)
  - [For Educators](#)
  - [For Health Care Professionals](#)
  - [Aging with Wisdom](#)
  - [Events with Parker J. Palmer](#)
  - [Programs Under \\$300](#)
  - [Retreat Series](#)
  - [Retreats with Clearness Committee](#)

### Facilitators

- [Find a Facilitator](#)
- [Facilitator Log In](#)
- [Jostle](#)

<http://www.couragerenewal.org/parker/>

# The Vincentian Family

<http://famvin.org/>

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## Systemic Change on .famvin

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## Discovering Opportunities for Systemic Change

February 8, 2017 | [Formation](#), [Reflections](#), [Systemic change](#)

How did Vincent discover opportunities that turned to systemic change? [read more](#)

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# Ryan Institute For Catholic Social Thought

<http://www.stthomas.edu/cathstudies/cst/>

UNIVERSITY of ST. THOMAS

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Center for Catholic Studies » John A. Ryan Institute

## John A. Ryan Institute

for Catholic Social Thought

- About Us
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- Research
- Resources
- Books
- Curriculum Development
- Faculty Development
- Leadership Development
- Department of Catholic Studies
- Ryan Institute's Upcoming Events

### Curriculum Development



June 21-23, 2018

**"Building Institutions for the Common Good: The Purpose and Practice of Business in an Inclusive Economy"**

[Call for Papers](#)

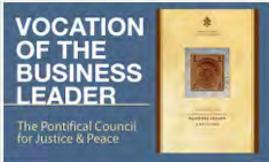
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Order Now



### Research, Conferences and Publications

Through seminars, conferences and publications, the Institute seeks to expand the breadth and depth of work in the area of Catholic Social Thought and business.

### Curriculum Development

The Institute explores creative ways to incorporate the Catholic Social Tradition into many business education disciplines.

### Faculty Development

The Institute offers a variety of faculty development seminars on the mission and identity of the Catholic university, especially as it relates to business education.

### Leadership Development

The Institute works with organizational leaders to engage the practical challenges of institutional life and the spiritual and moral claims of faith.

# THE SYSTEMS THINKER

<https://thesystemsthinker.com>

THE SYSTEMS  
THINKER

SIGN IN

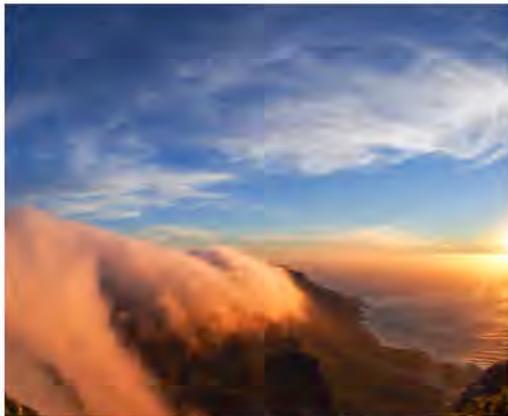
SIGN UP

TOPICS

SECTORS

BROWSE BY

Q SEARCH



**How Can We Solve Our Toughest Problems Peacefully?**

## Articles

**A Systemic View of the Israeli-Palestinian Conflict**

**Applying System Dynamics to Public Policy: The Legacy of Barry Richmond**

**Dancing with Systems**

**The Promise of Systems Thinking for Shifting Fundamental Dynamics**

**Acting and Thinking Systemically**

## Case Studies

**Learning and Leading Through the Badlands**

**Operational Strategy Mapping: Learning and Executing at The Boeing Company**

**Minnesota Takes the Long View of Its Solid Waste System**

**Everyone's Problem to Solve: Systems Thinking Cross-Functionally**

## How-To Guides

**Introduction to Systems Thinking**

**Fine-Tuning Your Causal Loop Diagrams—Part I**

**Systems Archetypes I: Diagnosing Systemic Issues and Designing Interventions**

**Applying Systems Archetypes**

## Pocket Guides

**Pocket Guide: Systems Archetypes at a Glance**

**Pocket Guide: Guidelines for Daily Systems Thinking Practice**

**Pocket Guide: Moving from Blame to Accountability**

**Pocket Guide: Servant Leadership**

# CENTER FOR POSITIVE ORGANIZATIONS

<http://positiveorgs.bus.umich.edu/>

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POSITIVE  
ORGANIZATIONS

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THE  
CULTURE  
OF +

[WELCOME VIDEO](#)

# APPRECIATIVE INQUIRY COMMONS

<https://appreciativeinquiry.champlain.edu/learn/resources-all/>



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From articles, to videos, to books, to workshop materials, there are many resources on Appreciative Inquiry to explore from around the globe. Search for a keyword or use the drop-down menus below to explore the various types of resources from around the world. Do you have something to share? [Click here to submit it to our resource page!](#)

# SEEING THINGS WHOLE

<http://www.augsburg.edu/seeingthingswhole/>

AUGSBURG  
COLLEGE.

## SEEING THINGS WHOLE

### Home

Seeing Things Whole (STW) National Conference

### Our Philosophy

- History
- STW Elders

### Whole Leaders

- NextGen Leaders
- RoundTables
- Resources for Leaders

### Whole Teams and Organizations

- Resources for Teams and Organizations

### Partners

### Resources

### Testimonials

### Contact Us

You're here because you believe meaningful work emerges when your core values professional life intersect. You appreciate collaboration over control and consider moral impulses like awareness and stewardship as important as practical influences like efficiency and operational management.



## START YOUR JOURNEY

Seeing Things Whole is an organization anchored within [Augsburg College](#). We are a community of business leaders and scholars with a [rich history](#) of promoting more thoughtful and serving organizations through [partnerships](#) and outreach. Our [educational tools](#), workshops and conferences help individuals, particularly [NexGen Leaders](#), as well as teams and organizations on their passionate journey toward achieving a whole life.

We look forward to helping you infuse your convictions and values into your work life and organizational culture. Together, we can achieve [our vision](#) for a world made better through a workforce whose lives and performance are informed as much by faith and moral reasoning as by the press of economic reality.

## WORK WITH US

Through action research, STW has created tools for [individuals](#) and [organizations](#) to become more intentional about employing faith into their daily grind. [Our philosophy](#) is rooted in servant leadership and the Judeo-Christian theological tradition, which—together—inspire individuals, groups and organizations to add value to our world.

For individuals wanting to become [whole leaders](#), we have developed a collection of workbooks—our [Whole People, Whole Leaders Suite](#)—that challenge you to identify your core values, clarify your calling, and empower those around you to lead and succeed. If you're in your 20s, 30s, or 40s, our [NextGen Leaders](#) initiative focuses on nurturing your moral courage to lead with conviction.

To complement our work on the self, we offer [organizational resources](#) to help groups and businesses recognize, measure, and balance their identity, purpose, and stewardship.

## OUR PHILOSOPHY

We encourage you to review a [growing body of work](#) that has come to be known as the Theology of Institutions project. These essays, videos, and thought pieces inform our outreach and resources for [individuals](#) and [teams/organizations](#). We hope these resources inspire you as you begin to explore the intersection of your personal values and professional calling.

*Do these ideas resonate? [Let's connect](#) to identify ways we can help you achieve a more meaningful, whole career and life.*

SEEING THINGS WHOLE  
NATIONAL CONFERENCE



TAKE OUR FREE  
LEADERSHIP PROFILE



ROUNDTABLES NEAR YOU



SUPPORT OUR WORK



# GREENLEAF CENTER FOR SERVANT-LEADERSHIP

<https://www.greenleaf.org/our-journey/>



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## Start Here

### What is Servant Leadership?

"The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first." -Robert K. Greenleaf

Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.

#### THE NATURAL DESIRE

*"It begins with the natural feeling that one wants to serve, to serve first".*

#### THE CONSCIOUS CHOICE

*"Then conscious choice brings one to aspire to lead..."*

#### THE BEST TEST

*"The best test, and difficult to administer, is: do those served grow as persons..."*

# BARRETT VALUES CENTER

<https://www.valuescentre.com/about>

## ABOUT

Barrett Values Centre® provides powerful metrics that enable leaders to measure and manage the cultures of their organisations, and the leadership development needs of their managers and leaders.



The core products of the organisation are the Cultural Transformation Tools® (CTT). The Cultural Transformation Tools have been used to map the values of over 6,000 organisations and 3,000 leaders in 94 countries. The Cultural Transformation Tools are used by corporations, NGOs, government and municipal agencies, communities, schools and nations. The CTT values assessment instruments are available in over 50 languages.

# EXPANDING COMMON GROUND THE THURMAN COLLECTION

<http://archives.bu.edu/web/howard-thurman/virtual-listening-room>

## EXPANDING COMMON GROUND

THE HOWARD THURMAN & SUE BAILEY THURMAN COLLECTIONS AT BOSTON UNIVERSITY  
SEARCHABLE ONLINE FINDING AIDS & VIRTUAL LISTENING ROOM



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Howard Thurman / Virtual Listening Room

## Virtual Listening Room

### Browse by Date

<a href="#">1951</a> +	<a href="#">1958</a> +	<a href="#">1965</a> +	<a href="#">1973</a> +
<a href="#">1952</a> +	<a href="#">1959</a> +	<a href="#">1967</a> +	<a href="#">1975</a> +
<a href="#">1953</a> +	<a href="#">1960</a> +	<a href="#">1968</a> +	<a href="#">1976</a> +
<a href="#">1954</a> +	<a href="#">1961</a> +	<a href="#">1969</a> +	<a href="#">1977</a> +
<a href="#">1955</a> +	<a href="#">1962</a> +	<a href="#">1970</a> +	<a href="#">1978</a> +
<a href="#">1956</a> +	<a href="#">1963</a> +	<a href="#">1971</a> +	<a href="#">1979</a> +
<a href="#">1957</a> +	<a href="#">1964</a> +	<a href="#">1972</a> +	<a href="#">1980</a> +



**GO FORTH TO SERVE**

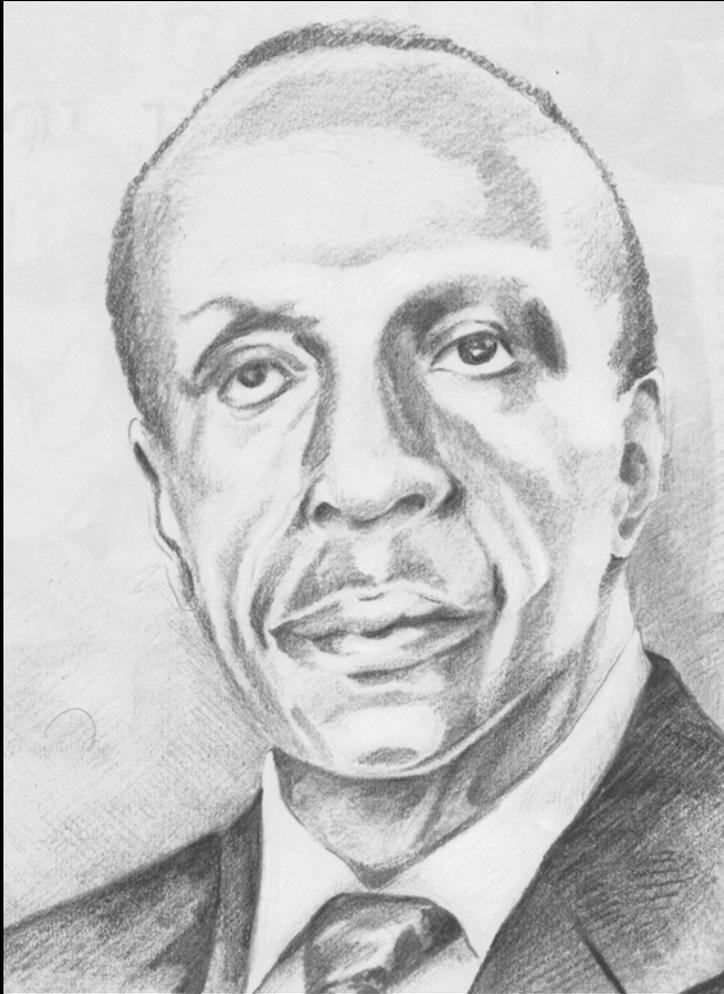
# Pope Francis Discernment & Choice

I believe that we always need time to lay the foundations for real, effective change. And this is the time of discernment.

My choices arise from looking at things, at people and from reading the signs of the times.

**When the walls are down, it is then that the real work of building the healthy American society begins. The razing of the walls is prelude -- important, critical, urgent, vital, **but prelude nevertheless**. About this there must be no mistake.**

***Rev. Dr. Howard Thurman***



*Rev. Dr.  
Howard Thruman*

*"The movement of the Spirit of God in the hearts of men and women often calls them to act against the spirit of their times or causes them to anticipate a spirit which is yet in the making. In a moment of dedication, **they are given wisdom and courage to dare a deed that challenges and to kindle a hope that inspires.**"*

“Nothing that is worth doing can be achieved in our lifetime;  
therefore we must be saved **BY HOPE.**

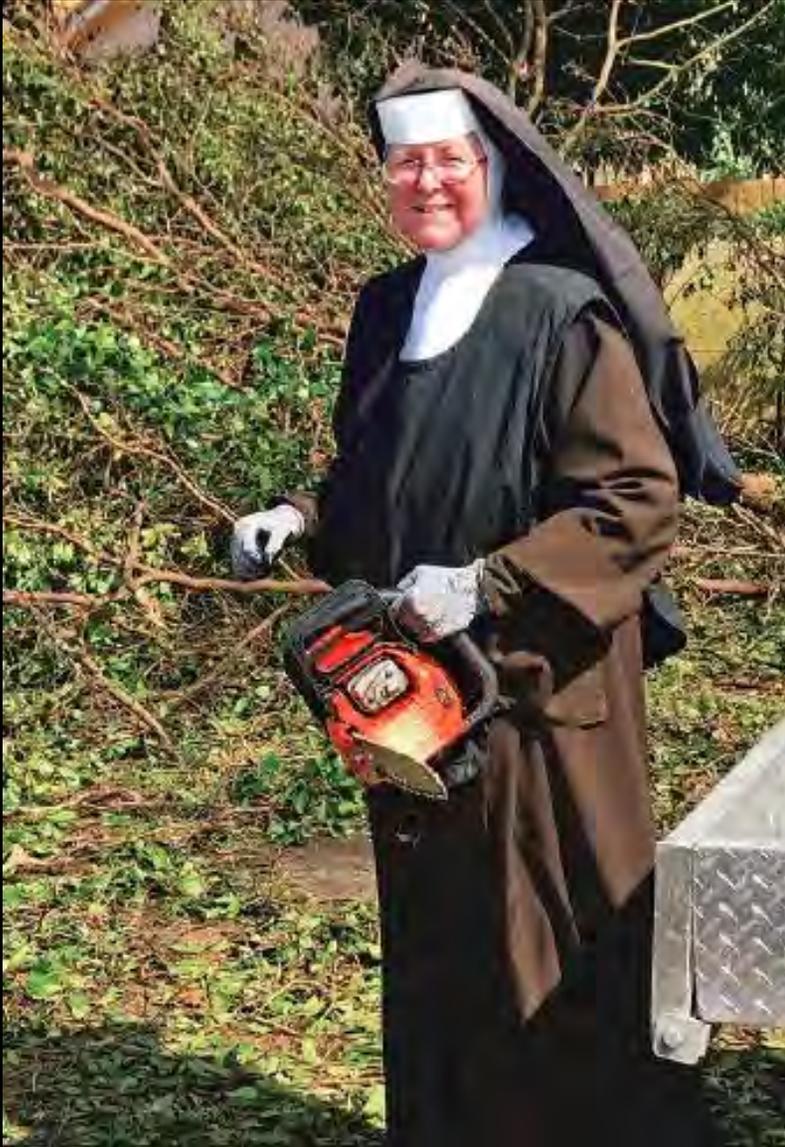
Nothing which is true or beautiful or good makes complete  
sense in any immediate context of history; therefore we must  
be saved **BY FAITH**

Nothing we do, however virtuous, can be accomplished  
alone; therefore we must be saved **BY LOVE**

No virtuous act is quite as virtuous from the standpoint of our  
friend or foe as it is from our standpoint. **Therefore WE  
MUST BE SAVED BY THE FINAL FORM OF  
LOVE WHICH IS FORGIVENESS**

*Reinhold Niebuhr*

**LET THE WORK THAT YOU'VE DONE**  
**SPEAK FOR YOU**



**Sister Margaret Ann told the Washington Post that the officer told her, “You know, the police will do this.” “I said, ‘Well maybe so, but it will take a while — and they have more important things to do, really.’ ”**

**LET THE WORK THAT YOU'VE DONE  
SPEAK FOR YOU**

**LET THE LIFE THAT YOU'VE LIVED  
SPEAK FOR YOU**

**LET THE PRAYERS THAT YOU'VE  
PRAYED SPEAK FOR YOU**

**LET THE LOVE THAT YOU'VE SHARED  
SPEAK FOR YOU**