

ARCHDIOCESE OF
CINCINNATI

RADIATE CHRIST

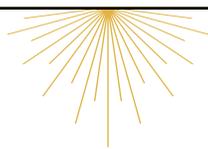
“Radiate Christ. These two words summarize God the Father’s hope for humanity on this earth. The words contain both a reality and a mission: the reality of the person of Jesus Christ as the Savior of all people and the mission of each Christian to participate in the Son’s redemption of the world.”

– Archbishop Dennis M. Schnurr

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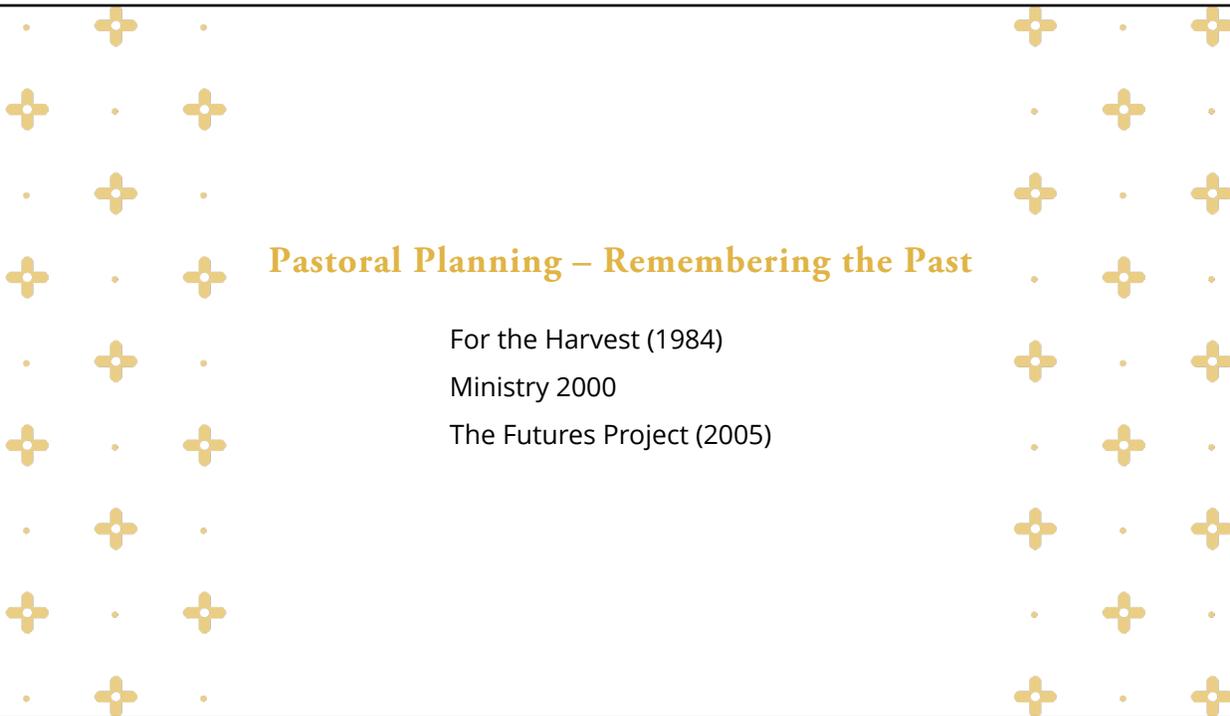


Today's Agenda

- Archbishop Schnurr's remarks
- Beacons of Light: Why, Why now?
- Planning foundation: Communio and Missio
- Discussion
- Leading for Change
- Discussion
- Timeline, next steps, wrap-up



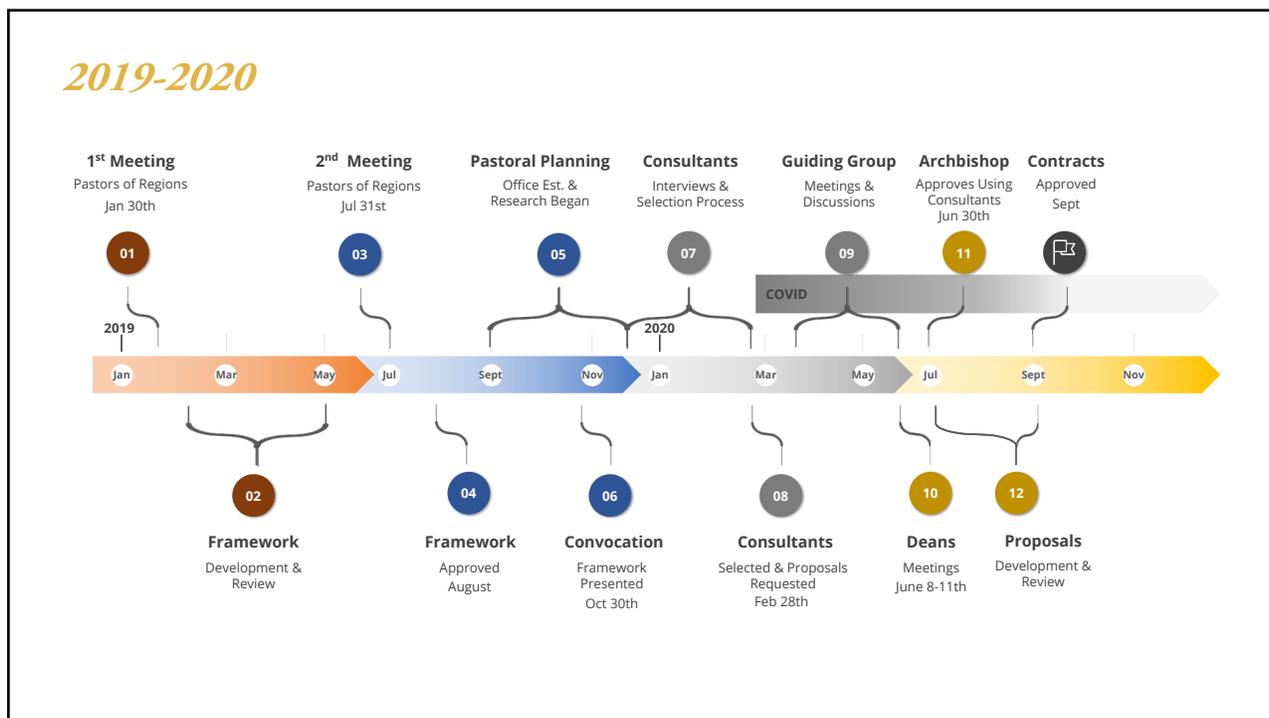
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Pastoral Planning – Remembering the Past

- For the Harvest (1984)
- Ministry 2000
- The Futures Project (2005)

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BEACONS *of* LIGHT

Pastoral Planning for Our Third Century

WHY

Missionary Discipleship:
Every Catholic should have an opportunity to belong to a parish that forms them to embrace the call to missionary discipleship.

Domestic Church:
People will be formed to live and nurture their faith at home.

HOW

Vital Parishes

65-75 groupings of parishes

Each grouping led by a pastor who shepherds the community to radiate Christ

Each grouping develops a pastoral plan to grow in communion and live in mission as a community of faith.

WHAT

People and Parishes that Radiate Christ

Planning Principles and Parameters Such as:
Centrality of Mass and sacraments
Combined Staff and Pastoral Council
Mass Schedules
Fiscal and Ministerial Stewardship
Move Toward "One Parish, One Pastor"
School as Ministry of the Parish

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Why?

- Respond to the current urgent need for change
- Move from maintenance to mission
- Form and sustain vital, mission-driven parishes

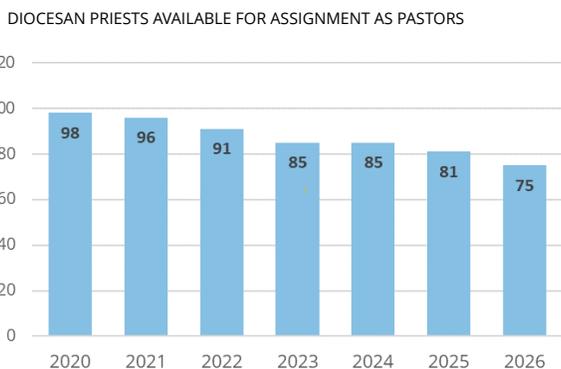
*“The parish is a beacon that radiates the light of the faith and thus responds to the deepest and truest desires of the human heart, giving meaning and hope to the lives of individuals and families.”
(Benedict XVI, 12/10/06)*



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Why Now?



7 religious order priests serve as pastors in 2020

Priest data provided by the Priests Personnel Office

DIOCESAN PRIEST DATA

- 25 of our 149 Priests are 70 or older
- 9 of the 149 Priests are 75 or older
- 19 of our 102 Pastors are 70 or older
- 7 of our 102 Pastors are 75 or older
- 3 Ordinations in 2020
- 8 Retirements in 2020
- 52 Possible Retirements 2021-2025

PASTOR PROJECTIONS

- January 2020 = 149 active priests
 - **102 Pastors (68%)**, 23 Vicars, 21 Other Assignments, 3 Absence
 - Forecasts worsen if Vicars spend more than 2 years being mentored
- 2020 – 98 Pastors (forecasted change)
- 2021 – 96 Pastors
- 2022 – 91 Pastors
- 2023 – 85 Pastors
- 2024 – 85 Pastors
- 2025 – 81 Pastors
- 2026 – 75 Pastors

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Why Now?

- In addition to availability of priests,
 - Decline in religious practice
 - Change in demographics
- Need for parish vitality

“The parish is a beacon that radiates the light of the faith and thus responds to the deepest and truest desires of the human heart, giving meaning and hope to the lives of individuals and families.”
(Benedict XVI, 12/10/06)

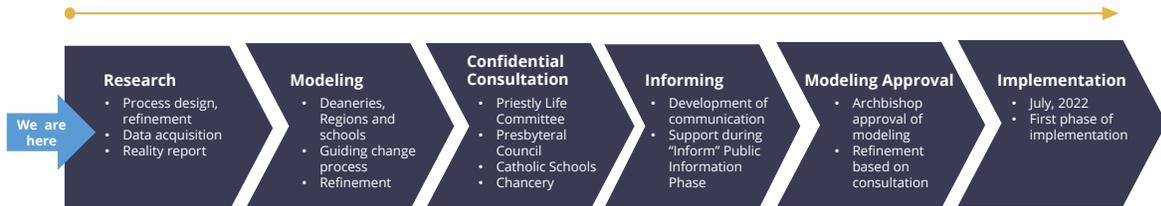


How?

BEACONS *of* LIGHT

Strategic Planning

Goal: 65-75 parish groupings



Forming Parishes as Beacons of Light



How?

BEACONS *of* LIGHT

Pastoral Planning

Goal: Missionary Discipleship



Forming Parishes as Beacons of Light

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You Have Asked

"One pastor, one parish"

Surviving and thriving

Involvement of laity

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Pastoral Planning Oversight Group

Fr. Matt Robben, Fr. Tom DiFolco, Fr. Chris Worland, Fr. Eric Bowman, Fr. Shawn Landenwitch, Fr. Earl Fernandes, Fr. Jan Schmidt, Rob Brock, Jeremy Helmes, Leisa Anslinger

Archdiocesan Deans

Fr. Todd Grogan, Fr. Jeff Kemper, Fr. John MacQuarrie, Fr. Kyle Schnippel, Fr. Steven Shoup, Fr. Del Staigers, Fr. Larry Tharp, Fr. John Tonkin, Fr. Bill Wagner, Fr. Rick Walling, Fr. Bernie Weldishofer, Fr. Chris Worland

Strategic Planning Task Group

Rob Brock, Fr. Dave Endres, Fr. Del Staigers, Bill Maly, Vince Woodall, Tom Kueterman,
• PartnersEdge project leads: Dennis Cheesbrow, Mike Laughery, Dorfha Vang, Rich Swanson

Pastoral Planning Task Group

Leadership Roundtable, Leisa Anslinger, Jeremy Helmes, TBD



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Foundations for Pastoral Planning



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About Leadership Roundtable

Leadership Roundtable is an organization of laity, religious, and clergy working together to promote best practices and accountability in leadership of the Catholic Church in the U.S. including greater incorporation of the expertise of the laity.

A key element of the Leadership Roundtable's work is to build the capacity of Catholic organizations with whom it partners.

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Dominic Perri

- Served over 40 dioceses & 100 Church organizations (religious communities, universities, Amazing Parish)
- Consultant, USCCB Committee on Communications
- Senior Consultant, Leadership Roundtable



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Deacon Patrick Stokely

- Served over 70 Dioceses in the U.S. and Canada
- Leadership development and consulting
- Senior Program Manager, Leadership Roundtable



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Leadership Roundtable

From The pastoral conversion of the parish in the service of the evangelizing mission of the Church:

“Parish communities will find herein a call to go out of themselves, offering instruments for reform, even structural, in a spirit of communion and collaboration, of encounter and closeness, of mercy and solicitude for the proclamation of the Gospel.” (2)



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Pastoral Planning

Standard Approach

- Planning is a rational allocation of resources

Best Practice

- Catholic Planning is a discernment process with multiple dimensions



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Leadership Roundtable

When planning is Catholic

1. **Communio is stronger:** The essential benefit of Catholic governance is robust *communio* for *missio*
2. **Focus is on Mission:** The essential purpose of Catholic governance is alignment of *communio* to *missio*
3. **Listening to the Spirit:** The core process of Catholic governance is prayerful discernment
4. **Those governed and those governing are converted to Christ:** The planning process itself requires a conversion among the participants
5. **The pastoral leader is called by God to lead:** The leader of Catholic experiences a vocational call to lead his community of faith



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What is Communio?

Communio is more than “Community Plus”, more than “Community with turbo-charged with God”. **Communio arises at boundary points.** At those boundaries, we have the opportunity to experience true communio.

Key signs of the experience of **Communio**

- An experience of Borders and Boundary crossing
- Loss of Control. The experience grabs you by the collar and moves you to a place where there is no template. This is “God’s M.O.”

Our response

- Recognize we are not in control, **embrace our poverty** (spiritual, emotional, intellectual)
- Shift your focus to be open and receptive. Stop trying to control and embrace vulnerability, which opens possibilities we would not have otherwise considered
- Create space for God to “create a way where there is no way.”



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Catholic planning builds communio

We may think of planning as a linear exercise. Assess the situation, create goals, execute the goals.

Yet the exercise of planning builds **Communio**, providing Catholics the opportunity to come together in prayer, build relationships, and discern

In the process, Catholics face Boundaries and come to realize their poverty and their need for God and one another.

All of this happens during the planning process, either consciously or unconsciously. Our goal is to be conscious of it so we can create opportunities to nurture Communio in the midst of the “task” of planning



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Engaging Laity

Standard Approach

- Clergy & Archdiocesan staff will lead planning. Lay volunteers will support

Best Practice

- Incredibly talented lay leaders will give significant time and \$ if invited into co-responsibility in the process



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Co-responsibility

Co-responsibility calls for deep engagement with laity in the planning process. Vibrant planning includes:

- 1) Multiple means of soliciting lay input
- 2) Engaging ultra-talented laity in meaningful ways
 - Communications strategy
 - Data analysis
 - Facilitation of planning process gatherings
 - Leadership development programs



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Engaging Laity

Examples of lay leaders from other dioceses:

- Former president, American Medical Association
- Ivy league Dean of the business school
- State supreme court justice
- Managing director for Boston consulting group
- 3 star Army general
- General counsel for Fortune 100 company
- Donor who gave a million dollars



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Breakout Discussion 1

What is the most important thing you would like us to keep in mind as we develop the pastoral planning process? Please note anything particular to your deanery

For example, keeping Mass and sacraments central, support from the Pastoral Center, training for priests, channels for input, consistent approach/participation, keeping a diocesan perspective, preparing people, engaging staff and parishioner leaders, inclusion of schools in planning process, shaping pastoral life in new parish groupings?



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Debrief Discussion



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Break



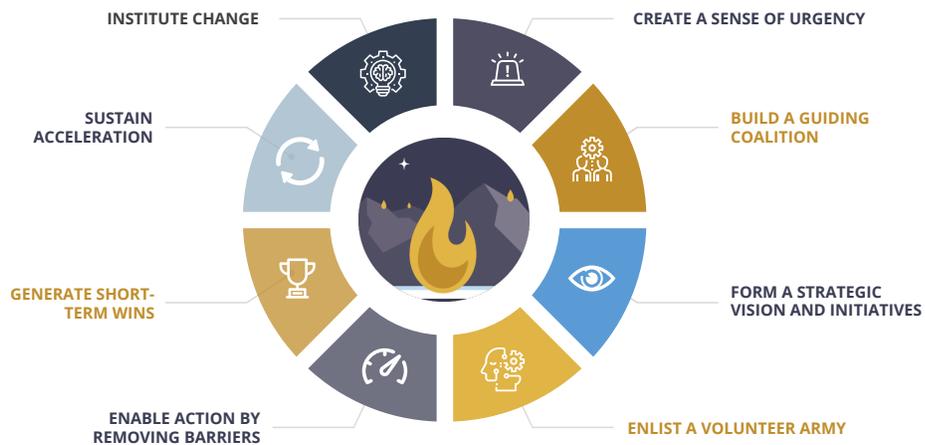
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Leading for Change



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John Kotter's 8 Steps of Change Model



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ROADMAP TO PASTORAL VITALITY:
Forming Parishes as Beacons of Light



STRIKE THE MATCH: Establish Urgency
 Fall 2019-Summer 2020

- Preliminary conversations among archdiocesan and parish leaders about need for pastoral planning.
- Archdiocesan deans brought into initial conversations to assess need and feasibility.
- Pandemic brings clarity to structural deficiencies.
- Publication of pastoral letter *Radiate Christ* (June 2020) for bicentennial.
- November 2020: Presbyteral Convocation focused on planning

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ROADMAP TO PASTORAL VITALITY:
Forming Parishes as Beacons of Light



START A FLAME: Form a Guiding Coalition
 Spring-Summer 2020

- Archbishop Schnurr authorization
- Dept of Pastoral Vitality/Evangelization: Fr. Jan Schmidt
- Pastoral Planning Oversight Group
 - Pastoral Planning Task Group
 - Strategic Planning Task Group
- Presbyteral Council
 - Priestly Life Subcommittee
- Archdiocesan Deans
- Professional services engaged
- Additional guiding groups to be formed for specific elements

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ROADMAP TO PASTORAL VITALITY:
Forming Parishes as Beacons of Light



FAN THE FLAME: Form Strategic Vision
 Fall 2020-Winter 2021

- Continuing reflection upon *Radiate Christ*.
- Data collection from parishes
- Nov 2020: Regional Presbyteral Convocations focused on planning
- Develop planning priorities and parameters
- Creation/Adoption of Pastoral Priorities as Vision for future

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ROADMAP TO PASTORAL VITALITY:
Forming Parishes as Beacons of Light



ADD THE FUEL: Enlist Others
 Winter 2020-21

- Deans accept new leadership responsibilities
- Pastors are equipped to lead planning efforts in their parishes/regions
- Pastoral Center staff are equipped to support the planning process
- Facilitators are trained and equipped to lead efforts in the deanery and in parishes

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ROADMAP TO PASTORAL VITALITY:
Forming Parishes as Beacons of Light

RELEASE THE FIRE: Enable Action
2021

- Parish/school short-term plans continue
- Deanery-based strategic planning – parish groupings determined
- Planning process continues
- Presbyteral leadership development opportunities



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ROADMAP TO PASTORAL VITALITY:
Forming Parishes as Beacons of Light

GENERATE SHORT-TERM WINS
Summer 2021 – Spring 2022

- Guiding teams formed for each parish grouping
- Pilot processes with already-existing regions
 - Pastoral priorities discernment process
 - Facilitators/coaches deployed
- Bicentennial celebration



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ROADMAP TO PASTORAL VITALITY:
Forming Parishes as Beacons of Light

SUSTAIN ACCELERATION
Spring, 2022 - On-going

- Final configurations of parishes/groups affirmed with timeline for implementation
 - Implementation in phases/waves
- Parish groups develop pastoral plans



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ROADMAP TO PASTORAL VITALITY:
Forming Parishes as Beacons of Light

RADIATE CHRIST: Institute Change
July 2022 and thereafter

- Gradual movement toward "one pastor, one parish":
 - Adjust Mass schedules
 - Combine councils
 - Merge staff
 - Build community
 - Discern use of buildings, resources



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The Priest as Leader of Change



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The priest's role in leading change

- Raise your hand if you know what it means to be a "change agent"
- Raise your hand if you entered seminary to be a "change agent"

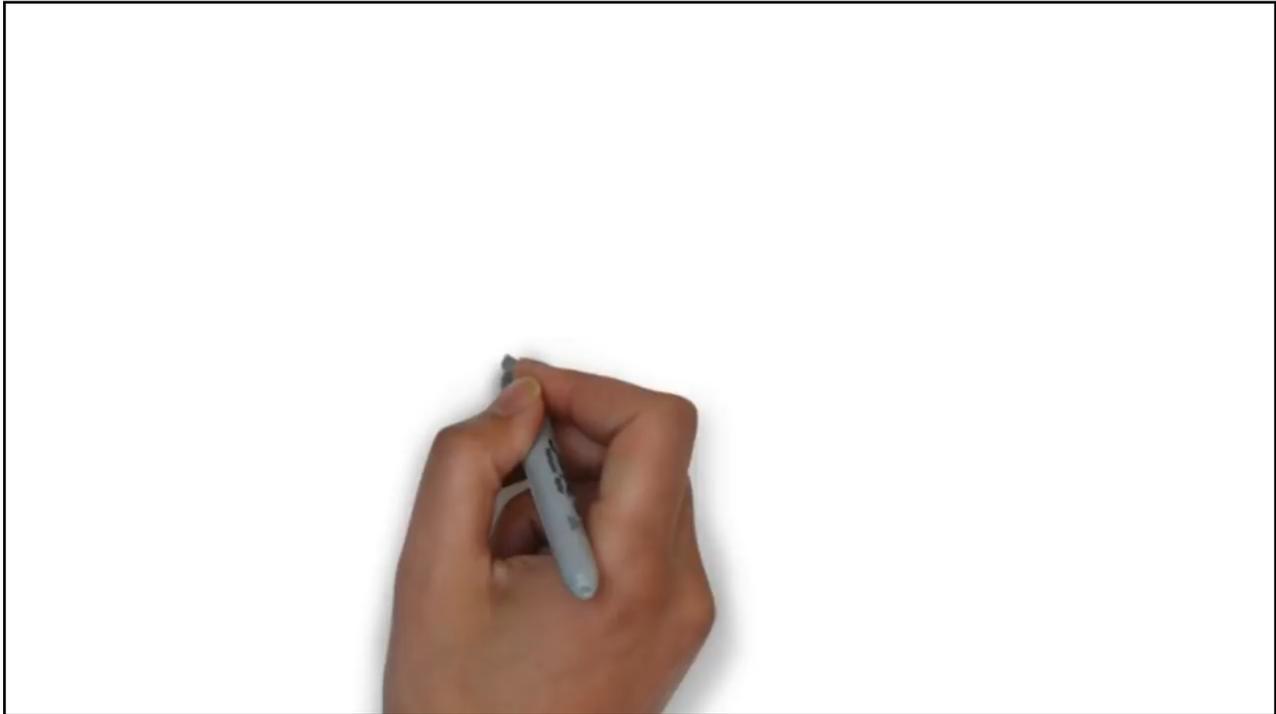


THE POINT:

We are walking onto unfamiliar ground, paths for which you feel unprepared or you don't want to walk



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The priest's role in leading change

Locate where you anticipate you will be at the milestones of the planning process

ABOVE THE LINE

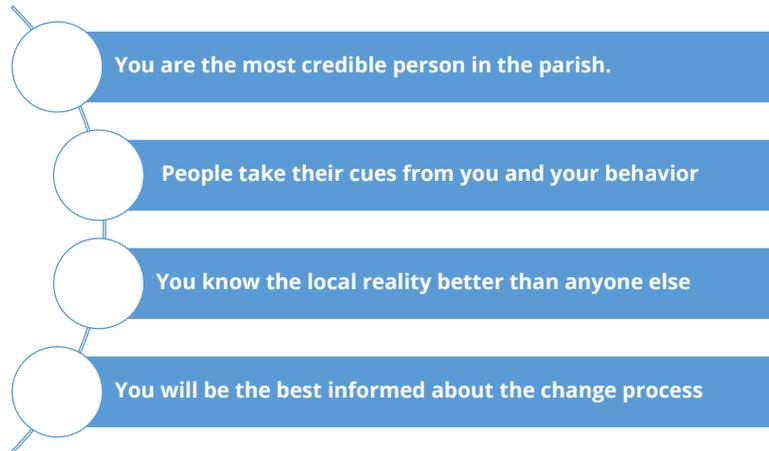
OPEN CURIOUS COMMITTED TO LEARNING

BELOW THE LINE

CLOSED DEFENSIVE COMMITTED TO BEING RIGHT

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The essential role of priests in leading change



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Priests' temptations in leading change

1. I wasn't trained for this!
2. Make sure our parish wins!!
3. I can't partner with the other pastors
4. It's overwhelming!!
5. Its just another Archdiocesan program
6. What will happen to me?
7. My Role is to Empower My People
8. It's already decided, what I do doesn't matter



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The priest's role in leading change

1. Be open to the Spirit
2. It's ok to not know the answers
3. Continually locate yourself (Am I above or below the Line?)
4. You are the Message (Words, Presence, Body language)
5. Decision is a Journey, not an event
6. Accompany your people
7. Commit to the Decision
8. You are the most credible person in the parish. People take their cues from you



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Breakout Discussion 2

All of us struggle with change. What is most challenging for you personally? What concerns you? What ideas do you have to address this area of concern?

For example, accepting the change yourself, shifting parishioners' mindset to wider perspective of the Body of Christ in the Archdiocese of Cincinnati, managing resistance, communicating the change



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Debrief Discussion



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Communications, Timeline, Next Steps



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BEACONS of LIGHT

Timeline

Year 1

Year 2

	Autumn – Winter 2020	Winter 2020 – Spring 2021	Spring – Summer 2021	Summer – Autumn 2021	Autumn – Winter 2021
PartnersEdge	Research <ul style="list-style-type: none"> Data Team Formation Process Design 2019 FY Data Gathering Setup and Populate Insight Data System Current Reality Report Review and Refinement *Determine Formal Inclusion of School Data 	Modeling <ul style="list-style-type: none"> Apply 2020 FY Data Refine Current Reality Report Determine Analysis Guidelines and Structural Parameters Create Regional Models Review Models 	Confidential Consultation <ul style="list-style-type: none"> *"Internal" Confidential Consultation on Current Reality Report and First Draft of Models Mid-Year 2021 FY Data Update Refine Current Reality Report Consultation on Archdiocese Data and Processes 	"Inform" Archdiocese <ul style="list-style-type: none"> Data "Story" Development *"External" Data Communication Strategy Development Based on Audience Support Public "Inform" Process Model Review and Formalization 	Priest Assignments <ul style="list-style-type: none"> Archbishop Model Approval Confidential Consultation on Priest Assessment and Assignment Modeling Final Refinement Based on Consultation Archbishop Assignment Approval
Leadership Roundtable	Roadmap <ul style="list-style-type: none"> Clarify pastoral focus Coordinate planning parameters with Archbishop Schnurr Create master multi-year planning roadmap Review and provide communications feedback Design and deliver deanery convocations 	Deans and Priests Training/Support <ul style="list-style-type: none"> Process development with parameters and priorities Develop pastoral planning dialogue and reflection materials for priests Skill-based training for deans and priests 	Development <ul style="list-style-type: none"> Planning process development Build materials and processes Schedules of meetings, number and sequence of meetings Strategies for managing resistance 	Pilots and Implementation through 2022 <ul style="list-style-type: none"> Fall 2021: Pilot 1: Selected already-existing regions Spring 2022: Pilot 2: Selected already-existing regions Summer-Fall 2022: Wave 1 Consulting and support of the implementation of the Archdiocesan pastoral plan Support core team monthly ongoing development Consultation during and following pilots Skill-based training for facilitators 	
Communications	<ul style="list-style-type: none"> One-page overview Mtg prayer/reflection Outward facing web page Resource web page 	<ul style="list-style-type: none"> Beacons of Light in CT Groupings of parishes document/discussion Mtg prayer/reflection 	<ul style="list-style-type: none"> Beacons of Light in CT Groupings of parishes document/discussion Mtg prayer/reflection 	Looking back, looking ahead - Announce the upcoming formation of groupings of parishes, describe planning process, share pilot process success stories	

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RADIATE CHRIST
"Radiate Christ. These two words summarize God the Father's hope for humanity on this earth. The words contain both a reality and a mission: the reality of the person of Jesus Christ as the Savior of all people and the mission of each Christian to participate in the Son's redemption of the world."
 — Archbishop Dennis M. Schnurr

Becoming People Who Radiate Christ
 We are people on a journey of faith in relationship with Jesus, called to grow as disciples who are ready to be part of Christ's mission in the world. We are formed as missionary disciples in many ways, especially through the Eucharist, sacraments, and in the life of our parish communities. If each of us is called to radiate Christ, we must be rooted in a strong, vital parish that forms us as disciples of our Lord Jesus Christ at every stage of life and faith.

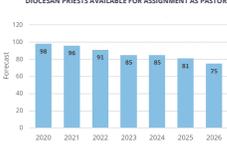
Announcing BEACONS of LIGHT
 Beacons of Light is a pastoral planning process through which the parishes of the Archdiocese of Cincinnati will come together in new ways, forming communities of faith that are united as members of Christ's Body, the Church. The beacon shines in the midst of darkness and points the way toward a bright future filled with hope. Over the next few years, Beacons of Light will result in stronger parishes that will form us to live and proclaim the Good News of Jesus Christ in our homes, workplaces and schools, local towns and cities and in the world.

"The whole People of God must urgently embrace the Holy Spirit's invitation to begin the process of 'renewing' the face of the Church."
 — The pastoral conversion of the parish, 10

Through Beacons of Light, parish groupings will be identified and parish leaders will come together to discern the shape of parish life for their grouping. People will be invited to share their hopes and dreams for the future as their parishes are drawn together as a community of faith.

Our Call: Form Parishes as BEACONS of LIGHT
 People on a journey of missionary discipleship. Priests who have the time to be present, attend to the needs of their people, and lead their parish to fulfill Christ's great commission. Parishes that are alive in faith, filled with vitality, ready to form people to radiate Christ at home, in their neighborhoods and workplace, towns and cities, and in the world. Pastoral life of this depth requires strategic, pastoral planning for a bright future for the Archdiocese of Cincinnati.

DIOCESAN PRIESTS AVAILABLE FOR ASSIGNMENT AS PASTORS



NET CHANGE IN CATHOLIC PARISHES BY STATE, 1971 TO 2018



Gold = growth Blue = loss

ACTIVE DIOCESAN PRIESTS IN THE ARCHDIOCESE OF CINCINNATI

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- 19 of our 102 pastors are 70 or older
- 7 of our 102 pastors are 75 or older
- 3 ordinations in 2020
- 8 retirements in 2020
- 52 possible retirements in 2021-2025
- *7 religious order priests serve as pastors in 2020

Why now?
 Many factors lead us to recognize an urgent need to organize parish life more effectively for our future. We face the decline of religious practice in the United States and changing demographics in the Midwest. And, while we are blessed with an increased number of men who have been ordained to the priesthood in the past few years or who are currently in seminary formation, we have even more still serving as pastors who are at or beyond retirement age or who will be eligible to retire in the next few years. We must address this situation through thoughtful strategic and pastoral planning in order to form vital parishes that lead us all to embrace Christ and the call to missionary discipleship.¹

BEACONS of LIGHT: From Surviving to Thriving
 Beacons of Light will be a unique experience of pastoral planning for the Archdiocese of Cincinnati. There are two essential elements of the process, which will take place simultaneously and will lead us to move from maintenance to mission: from surviving to thriving. **Strategic Planning** involves data gathering, analysis, and the identification of the best possible parish groupings throughout the Archdiocese. **Pastoral Planning** includes meetings and processes through which parish leaders will discern the shape of parish life for their grouping and create a pastoral plan for the future.

What's Next? Prayer and Planning
 We invite you to join us in prayer as we enter into this new phase of pastoral planning. Monthly prayer and reflection resources, as well as updates on the process, will be available beginning in January, 2021.

¹Map: CNA, <https://www.cna.org/story/2019/02/where-parish-doors-have-closed-and.html>

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What's Next?

- One-page overview
- Convocation materials
- Monthly newsletter
- Back to Mission – December 1