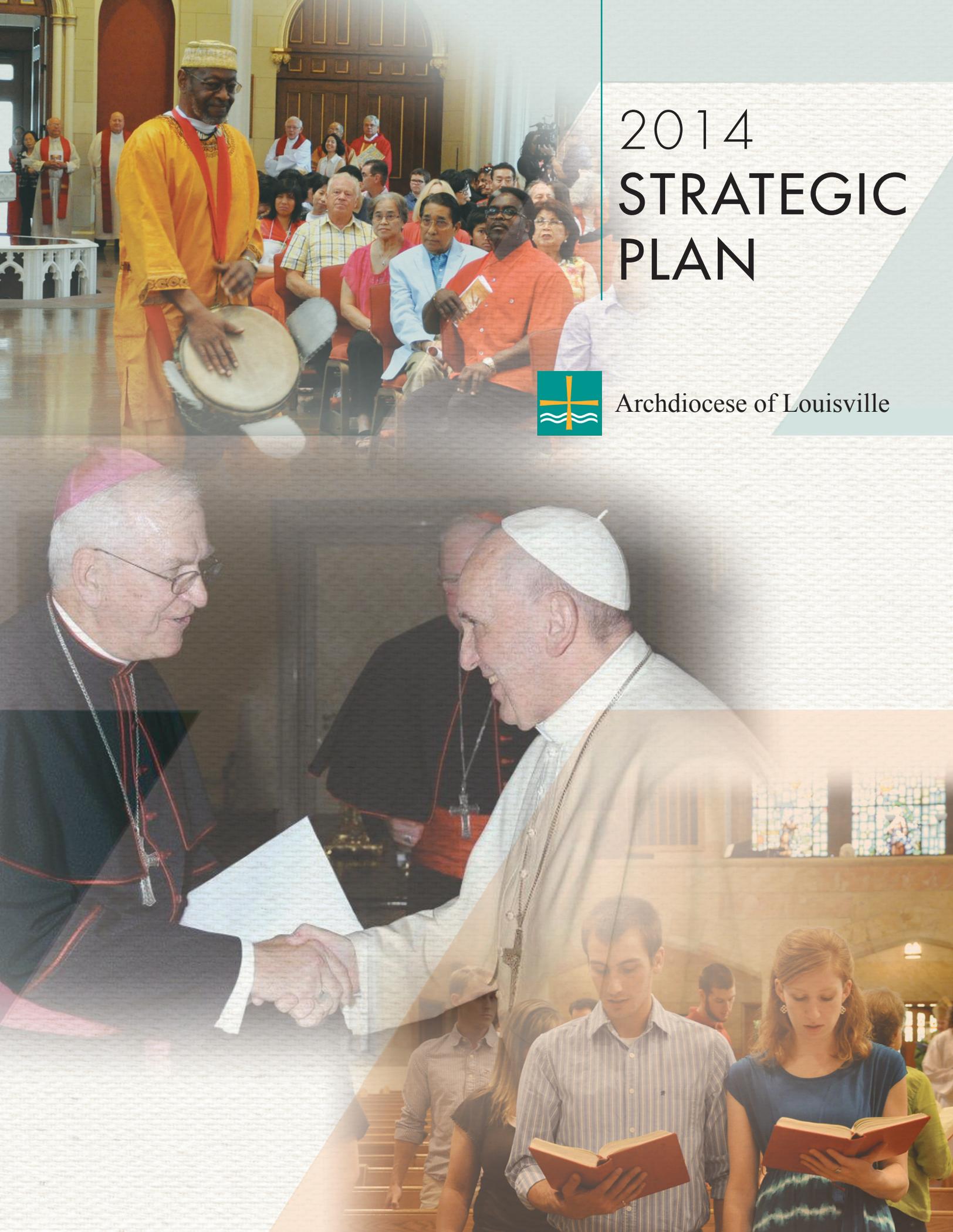


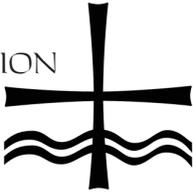
2014 STRATEGIC PLAN



Archdiocese of Louisville



MISSION



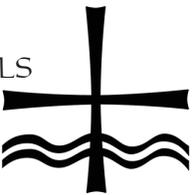
We are the Catholic Church in Central Kentucky, disciples of Jesus Christ, rich in our tradition and growing in our diversity, striving for fullness of life in God.

Led by the grace of the Holy Spirit and in communion with the Bishop of Rome, our mission is to proclaim and live the good news of Jesus Christ by:

- **Worshipping** God in word and sacrament.
- **Witnessing** and sharing our faith.
- **Serving** human needs, especially those of the poor and oppressed.
- **Promoting** holiness of life through continuing conversion.
- **Fostering** justice and mercy among all God's people.

We commit ourselves to thankfulness through responsible stewardship of all God's gifts.

GOALS



GOAL 1: To awaken and affirm a vibrant Catholic faith, arising from the celebration of the Eucharist and our response to the Gospel of Jesus Christ.

GOAL 2: To create a more evangelizing church as we invite all people to become missionary disciples who hear, receive, embrace, and live out the Good News of Jesus Christ.

GOAL 3: To celebrate the new and growing breadth of diversity in our Church.

GOAL 4: To seek out and empower leadership for ministry and evangelization.

GOAL 5: To advance excellence in and accessibility to lifelong Catholic formation and education for all members of the Body of Christ, the Church.

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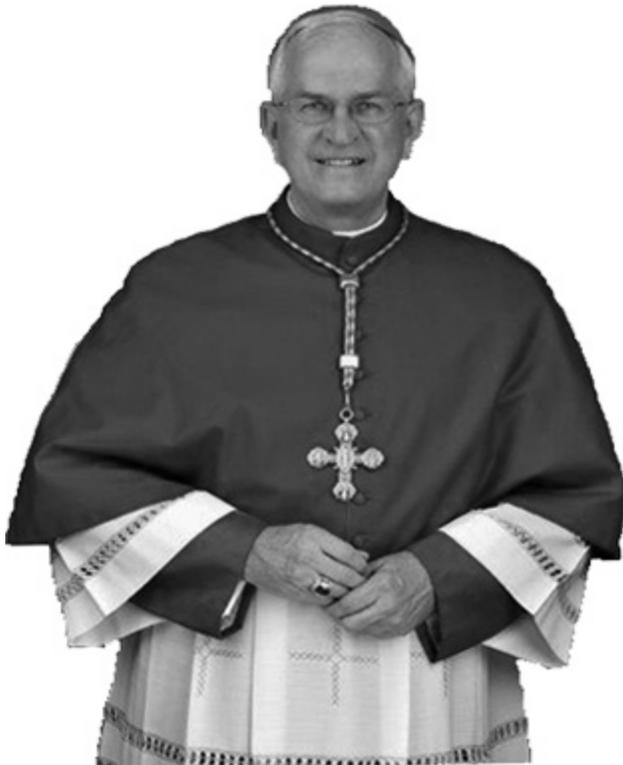
Introduction

I am pleased to approve and present the 2014 Archdiocese of Louisville Strategic Plan.

This Archdiocese has been planning since 1989, and I was grateful to receive this gift when I came in 2007. As I introduce this plan, I would like to say a few words about how planning takes place. The word “strategic” captures the approach. This plan does not attempt to describe all of the activities of our Church but presents priorities for the next five years. These priorities emerged from listening sessions, online surveys, demographic research, national and international priorities of the Church, and the combined wisdom of the clergy and pastoral leaders who wrote the plan.

It is important to note that some valuable and essential ministries never make their way into the plan. This process, however, will allow for the wise use of material resources as well as the time of those involved in ministries.

Ultimately, this plan is driven by our mission to proclaim and live the good news of Jesus Christ in this time and place as we seek to worship God in



word and sacrament, witness and share our faith, serve human needs, promote holiness of life, and foster justice and mercy among all God’s people. Led by the grace of the Holy Spirit, we strive to build a future of hope and leave a strong legacy of faith for future generations of Catholics.

Priorities

There are many great initiatives in this plan, but I would like to highlight a few themes for special consideration: family, evangelization, vocations, and the dignity of life and outreach to the poor. Please see the listing of key initiatives following this letter that identifies specific action steps related to these themes.

Family

I am confident that the two synods that will take place this and next fall will be fruitful sources of theological reflection and pastoral directions that will help our Church reach out to families and proclaim more effectively the beauty of Church teaching on the family. As the primary “school of love,” our families need and deserve the best of what the Church has to offer, and I look forward to the implementation of these directions in our local church.

Evangelization

We heard repeatedly in our research about the importance of evangelization, and our Holy Father calls us to be a missionary Church that goes out to the far corners to reach others. The themes of parish, sacraments, and schools are particularly important focal points for evangelization.

Evangelization takes place primarily through our parishes. Thus, the step of identifying several parishes to serve as leaders and leaven for others will provide support, inspiration, and practical resources for all parishes as they strive to become evangelizing communities. Imbedded in many action steps in the strategic plan is Pope Francis’ call to “go out” to our neighborhoods and communities rather than to wait for people to come to us. In

addition, the beautiful image of the parish as the village fountain, which serves and convenes the broader community, is a particularly compelling image in the critical work of evangelization.

Our rich sacramental life provides wonderful opportunities for evangelization, especially the sacrament of baptism. The challenge, however, is that fewer parents are presenting their infants for baptism, which then results in those families being less engaged in the Church overall. It is important to think about new ways to reach out to and engage young adults and young families. Reengaging them in the sacrament of baptism is a vital opportunity for evangelization.

In addition, the Archdiocese is embarking on an exciting school plan to strengthen Catholic schools. Research shows that Catholic schools are one of the most effective means of evangelization for families. The new school plan (included as an addendum to the archdiocesan strategic plan) addresses accessibility, funding, and new structures for the wonderful treasure that is our Catholic schools, and I look forward to the implementation of these initiatives.

Vocations

In the area of vocations, the recruitment and formation of future leaders for our Church is vitally important. Very good results have emerged from new and creative initiatives inviting vocations to the priesthood, and the energy and insights gained need to be expanded to consecrated life and lay ecclesial ministry. One of the lessons learned about vocations to the priesthood is that the invitation needs to be extended at a younger age as the seeds of vocations are often planted in middle school. Thus, the action step calling for different approaches for different settings and ages is on target.

Dignity of Life and Outreach to the Poor

Finally, the plan contains good efforts to promote the dignity of life and outreach to the poor.

The sanctity of life and the dignity of the person

are foundational principles in Catholic social teaching, and the “Life Conference” described in the plan envisions a holistic approach that will provide catechesis, witness, and resources. As each Catholic more fully embraces his or her call to be an apostle for life, we pray that the transformation of our culture will follow.

Pope Francis reminds us that “among our tasks as witnesses to the love of Christ is that of giving a voice to the cry of the poor.” This theme emerges throughout the strategic plan and is well summarized in an action step calling for the promotion of social responsibility for the poor and needy. This initiative will help parishes and individuals embrace Catholic social teaching about solidarity and the preferential option for the poor, while also calling for concrete outreach and service to those in need.

Conclusion

As I accept this plan, I would like to thank the many individuals who participated in listening sessions and on task forces, especially the members of our Archdiocesan Planning Commission. Now the work begins.

In carrying out this ministry in Christ’s name, let us seek the intercession of our Blessed Virgin Mary, whose wholehearted “yes” is the inspiration for our own efforts to cooperate with God’s grace.

May God bless you!

Sincerely yours in our Lord,

A handwritten signature in black ink, reading "Joseph E. Kurtz". The signature is written in a cursive style with a large initial "J" and a prominent flourish at the end.

Archbishop of Louisville

Key Initiatives Highlighted by Archbishop Kurtz

Family:

Action Step 1.2.6: Develop resources in support of marriage and family in response to recommendations of the Extraordinary and Ordinary Synod of Bishops.

Evangelization:

Action Step 2.1.2: Develop five pilot parishes to serve as witnesses for effective evangelization.

Action Step 3.3.2: Facilitate regional “Village Fountain” sessions (c.f. *Final Message of the Synod on the New Evangelization*) in which parishes can brainstorm and identify strategies to actively go out and engage their neighborhoods based upon the demographic realities.

Action Step 5.3.1: Infuse existing infant baptism preparation programs with evangelizing opportunities to engage young adults in the Church.

Action Steps 5.4.1-5.4.4: These action steps summarize the *Catholic Elementary School Plan*.

Vocations:

Action Step 4.2.2: Develop a comprehensive recruiting plan inviting persons to consider roles in ordained, religious, and lay ecclesial ministry that is suitable for use in a variety of settings (e.g., schools, colleges, parishes).

Dignity of Life and Outreach to the Poor:

Action Step 1.4.1: Provide materials to promote social responsibility for the poor and needy, focusing on our call to build up the Body of Christ.

Action Step 2.2.1: Develop and promote a “Life Conference” that focuses on the sacredness of life from conception to natural death and promotes a deep respect for God’s presence in each person and in all of creation.

GOAL 1



To awaken and affirm a vibrant Catholic faith, arising from the celebration of the Eucharist and our response to the Gospel of Jesus Christ.

The purpose of this goal is to invite Catholics to a deeper relationship with Jesus Christ and to awaken and affirm in them the beauty and depth of Catholicism. Objectives and action steps focus on how this happens in and through the Mass, the sacraments, the richness of Catholic spirituality, and the social mission of the Church. Recognizing that our faith is a gift from God, Catholics are invited to a deeper understanding of why we do what we do and parishes are encouraged to assess and intensify efforts at reaching out to support and provide formation for individuals and families.

OBJECTIVE 1.1

Provide new opportunities for formation and catechesis on the liturgy at the parish, regional, and diocesan levels.

Action Steps:

- 1.1.1 Provide catechetical programs on the liturgy for parents of children preparing for First Communion. [Office of Worship; OLFE – Formation]
B. Fall 2015 C. Fall 2017
- 1.1.2 Develop, promote, and implement a plan for formation and catechesis on the new Rite of Matrimony. [Office of Worship; Family Ministries]
B. Winter 2015 C. Spring 2017
- 1.1.3 Produce a tool for parishioners to assess both their engagement in the Sunday liturgy and the quality of liturgical practice. [Office of Worship]
B. Fall 2016 C. Fall 2017
- 1.1.4 Provide guidelines for liturgical ministries (i.e. extraordinary ministers of Holy Communion, cantors, etc.) and make available in a variety of formats. [Office of Worship]
B. Fall 2015 C. Fall 2016
- 1.1.5 Produce a video on the Mass focused on the assembly's role in the liturgy for use by parishes. [Archdiocesan Communications Center; Office of Worship]
B. Summer 2015 C. Summer 2016

OBJECTIVE 1.2

Create resources for catechesis and mystagogy for those who have celebrated the sacraments of initiation and the sacrament of matrimony.

Action Steps:

- 1.2.1 Develop parish resources for ongoing support and formation for young married couples. [Family Ministries; OLFE – Youth Ministry; Office of Evangelization]
B. Fall 2015 C. Fall 2016
- 1.2.2 Develop a mentoring process for neophytes and newly confirmed teens. [OLFE – Youth Ministry; OLFE – Formation]
B. Fall 2015 C. Fall 2016
- 1.2.3 Develop a tool for parishes to use with participants to assess the effectiveness of their sacramental preparation. [OLFE – Formation]
B. Fall 2015 C. Summer 2016
- 1.2.4 Survey, examine, and evaluate when the sacraments are celebrated, i.e., at what age and at what time of the liturgical year. [OLFE – Formation; Office of Worship]
B. Summer 2016 C. Spring 2017
- 1.2.5 Provide resources and methods to assist parishes in reaching out to families after sacramental celebrations. [OLFE – Formation]
B. Winter 2016 C. Spring 2017
- 1.2.6 Develop resources in support of marriage and family in response to recommendations of the Extraordinary and Ordinary Synod of Bishops. [Family Ministries; Office of Evangelization]
B. Winter 2016 C. Fall 2018

OBJECTIVE 1.3

Promote an appreciation of the richness of Catholic spirituality.

Action Steps:

- 1.3.1 Research the reasons for diminished engagement in the sacramental life of the Church. [Personnel & Planning; Family Ministries]
B. Fall 2015 C. Summer 2016

- 1.3.2 Identify, in light of the research, new approaches to the revitalization of the sacramental life of the Church. [Office of Worship; OLFE – Formation; Office of Evangelization]
B. Fall 2016 C. Fall 2017
- 1.3.3 Develop a Lenten program for use across the Archdiocese to encourage participation in the sacrament of reconciliation. [Office of Worship]
B. Fall 2015 C. Spring 2016
- 1.3.4 Increase availability of spiritual directors and develop more effective ways of matching them with those who seek this guidance. [OLFE – Formation; Family Ministries – Pastoral Care; Diaconate]
B. Spring 2016 C. Spring 2018

OBJECTIVE 1.4

Promote generosity and justice as integral to a vibrant Catholic parish.

Action Steps:

- 1.4.1 Provide materials to promote social responsibility for the poor and needy, focusing on our call to build up the Body of Christ. [Catholic Charities]
B. Summer 2015 C. Summer 2016
- 1.4.2 Develop a broader understanding of generosity and provide and promote tangible ways it can be expressed. [Office of Stewardship & Development; Catholic Charities]
B. Spring 2015 C. Winter 2016
- 1.4.3 Provide communal celebrations of healing and reconciliation that address issues of injustice and communal sin. [Office of Worship; Catholic Charities]
B. Fall 2016 C. Spring 2018
- 1.4.4 Create opportunities for dialogue among parishioners on how to address injustice at the local, national, and global levels. [Family Ministries – Pro-Life; Office of Evangelization; Office of Multicultural Ministry; Catholic Charities]
B. Spring 2016 C. Spring 2018

GOAL 2



To create a more evangelizing church as we invite all people to become missionary disciples who hear, receive, embrace, and live out the Good News of Jesus Christ.

The purpose of this goal is to create a more evangelizing Church, which will be accomplished by inviting all members to become missionary disciples – people who learn about and live the Gospel of Jesus Christ in their daily lives. Missionary disciples hear, receive, embrace, and live out these Gospel values and by so doing, help transform society, reaching out to the vulnerable and those on the margins.

OBJECTIVE 2.1

Develop welcoming and joyful communities that reflect to all people the presence of Christ.

Action Steps:

- 2.1.1 Provide models of listening sessions offered frequently where parishioners can confidentially share their grief, joys, struggles, etc. with pastoral leaders. [Family Ministries]
B. Spring 2016 C. Spring 2017
- 2.1.2 Develop five pilot parishes to serve as witnesses for effective evangelization. [Office of Evangelization; Archdiocesan Communications Center; Catholic Charities]
B. Summer 2015 C. Summer 2016
- 2.1.3 Develop a Catholic presence at populated locations, including shopping malls, sporting events, etc. [Office of Evangelization; Archdiocesan Communications Center; Family Ministries]
B. Fall 2015 C. Spring 2018
- 2.1.4 Utilize all available forms of communication to publicize archdiocesan and parish ministries. [Archdiocesan Communications Center]
B. Spring 2015 C. Ongoing
- 2.1.5 Develop methods for a collective response to local, national, and world events (i.e. Church bells ringing, lights on, open churches, etc.). [Office of Evangelization; Archdiocesan Communications Center]
B. Fall 2016 C. Fall 2017

OBJECTIVE 2.2

Encourage members of the Church to know, embrace, and practice Catholic social teaching in order to live out the social mission of evangelization.

Action Steps:

- 2.2.1 Develop and provide a “Life Conference” that focuses on the sacredness of life from conception to natural death and promotes a deep respect for God’s presence in each person and in all of creation. [Family Ministries – Pro-Life; Catholic Charities]
B. Fall 2016 C. Spring 2017
- 2.2.2 Communicate through *The Record* the ways parishes, families, and individuals are having transformative effects in their local communities and wider society. [Archdiocesan Communications Center – *The Record*; Catholic Charities]
B. Spring 2015 C. Spring 2016
- 2.2.3 Develop and foster a “Sister” diocese relationship. [Personnel & Planning]
B. Summer 2015 C. Ongoing

OBJECTIVE 2.3

Educate and train laity and clergy to extend the missionary love of Christ during significant moments in people’s lives.

Action Steps:

- 2.3.1 Provide training for laity and clergy in the ministry of presence at shopping malls, sporting events, airports, and nursing homes. [Office of Evangelization]
B. Fall 2015 C. Spring 2018
- 2.3.2 Provide training for those who serve as the initial contact at parishes and archdiocesan agencies. [Office of Evangelization; Archdiocesan Communications Center]
B. Fall 2015 C. Fall 2017
- 2.3.3 Provide resources for the expanded use of blessings in the home and other settings at significant moments in people’s lives. [Office of Worship; Office of Multicultural Ministry; Family Ministries]
B. Winter 2017 C. Winter 2018

- 2.3.4 Prepare parishes to serve as pastoral centers of service to the greater community. [Office of Evangelization; Catholic Charities]
B. Fall 2016 C. Fall 2018

OBJECTIVE 2.4

Develop new initiatives for parishes and schools to build strong relationships with young adults (single people, married couples, and parents of young children).

Action Steps:

- 2.4.1 Study the spiritual needs of young adults within the Archdiocese of Louisville. [Office of Evangelization; Personnel & Planning]
B. Fall 2015 C. Winter 2016
- 2.4.2 Provide opportunities for spiritual direction, retreats, and vocation discernment for young adults. [OLFE – Youth Ministry; Vocations Office]
B. Fall 2016 C. Fall 2018
- 2.4.3 Create a blog directed to young adults on the topics of spirituality. [Archdiocesan Communications Center]
B. Winter 2016 C. Ongoing
- 2.4.4 Provide resources and training to assist parishes in developing ministry programs to serve newly married couples, parents of young children, and single young adults with a particular focus on introducing and sustaining them in Catholic schools and parish life. [OLFE – Schools; OLFE – Formation; OLFE – Youth Ministry]
B. Fall 2015 C. Fall 2018
- 2.4.5 Provide formation, advocacy, and service opportunities that engage young adults in the social mission of the Church. [OLFE – Youth Ministry; Catholic Charities]
B. Winter 2016 C. Ongoing

GOAL 3

To celebrate the new and growing breadth of diversity in our Church.



This goal calls our local Church to embrace diversity as a gift to be received rather than a problem to be solved and to recognize that diversity exists in many forms – age, economic realities, race and ethnicity, and geography, to name a few. Within our Church, we celebrate this gift as we strive for unity as the Body of Christ. This goal focuses on deepening our understanding of the Church’s teaching about the dignity of the person and the call of the Holy Spirit to both diversity and *communio*; outreach to those individuals, described in the Beatitudes, who are systematically excluded in our society; multiple family structures; internal and external outreach for parishes; strengthening intercultural competencies; ethnic and racial strategies for the African American, Asian-Pacific, and Hispanic populations; and young adults.

OBJECTIVE 3.1

Promote the Church’s teaching and understanding of solidarity and the dignity of the human person.

Action Steps:

- 3.1.1 Develop and distribute short audio and video segments (podcasts, YouTube, radio, television) featuring diverse speakers that provide a compelling witness to the Church’s teaching on solidarity and the dignity of the human person. [Archdiocesan Communications Center]
B. Winter 2016 C. Summer 2017
- 3.1.2 Implement training in dialogue as a way to promote respectful conversation and listening skills for clergy, parish, and diocesan leadership. [OLFE – Formation; Archdiocesan Communications Center]
B. Summer 2016 C. Summer 2017
- 3.1.3 Expand and promote programs that invite parishioners to encounter, experience, and build relationships with those who are systematically excluded in our society. [Catholic Charities; Office of Multicultural Ministry]
B. Summer 2016 C. Summer 2018
- 3.1.4 Develop and distribute a series featuring stories of those who are systematically excluded in our society. [Archdiocesan Communications Center; Catholic Charities]
B. Spring 2016 C. Spring 2018

OBJECTIVE 3.2

Provide resources and opportunities for parishes to embrace the breadth of diversity within parishes.

Action Steps:

- 3.2.1 Develop and communicate a parish-based formation process that identifies and builds appreciation for the breadth of diversity in each parish. [Personnel & Planning; Office of Multicultural Ministry]
B. Spring 2016 C. Spring 2018
- 3.2.2 Create a liturgical guide that provides resources for parishes to highlight and celebrate *communio* and diversity within parishes throughout the Church year. [Office of Worship; Office of Multicultural Ministry]
B. Winter 2016 C. Spring 2017
- 3.2.3 Create and distribute a toolkit that provides parish ministers with ideas and resources to celebrate the strengths and address the challenges in all family structures. [Family Ministries; Catholic Charities]
B. Spring 2016 C. Summer 2017
- 3.2.4 Enhance stewardship education by adding content that promotes an attitude of abundance and fosters a vision of mission and growth that generates more resources for all (c.f. USCCB *Building Intercultural Competence for Ministers*). [Office of Stewardship and Development]
B. Fall 2015 C. Fall 2016
- 3.2.5 Set guidelines that emphasize the importance of inclusivity and diversity on parish committees, in organizations, and for liturgical ministries in order to ensure representation from the diversity of the parish. [Personnel & Planning; Office of Worship; Office of Multicultural Ministry]
B. Spring 2016 C. Spring 2017

OBJECTIVE 3.3

Assist parishes in being good neighbors within the areas that make up parish boundaries.

Action Steps:

- 3.3.1 Provide each parish with an information packet that details the demographic information about who is in each parish neighborhood, based upon canonical boundaries. [Personnel & Planning]
B. Fall 2015 C. Fall 2016

- 3.3.2 Facilitate regional “Village Fountain” sessions (c.f. *Final Message of the Synod on the New Evangelization*) in which parishes can brainstorm and identify strategies to actively go out and engage their neighborhoods based upon the demographic realities. [Office of Evangelization; Personnel & Planning]
B. Spring 2016 C. Fall 2016
- 3.3.3 Train clergy, staff, and parishioners in best practices to effectively go out to their neighborhoods. [Office of Evangelization]
B. Fall 2016 C. Fall 2017
- 3.3.4 Identify and communicate best practices for engaging their neighborhoods in parish activities. [Office of Evangelization; Archdiocesan Communications Center; Catholic Charities]
B. Fall 2016 C. Fall 2017

OBJECTIVE 3.4

Implement best practices for ministry with racial and ethnic groups in parishes and in the broader community.

Action Steps:

- 3.4.1 Provide diversity training to parish and diocesan staff that focuses on intercultural competencies (c.f. USCCB *Building Intercultural Competence for Ministers*). [Archdiocesan Leadership Institute Committee; Office of Multicultural Ministry]
B. Spring 2016 C. Spring 2016
- 3.4.2 Pilot new initiatives to reach out to inactive African American and Hispanic Catholics in order to engage them in parish life. [Office of Multicultural Ministry]
B. Fall 2015 C. Summer 2016
- 3.4.3 Identify the pastoral needs of the Asian-Pacific community and develop strategies to address them. [Office of Multicultural Ministry; Personnel & Planning]
B. Winter 2016 C. Winter 2017
- 3.4.4 Evaluate the availability of Mass and other sacramental celebrations for racial and ethnic groups. [Office of Worship; Office of Multicultural Ministry]
B. Fall 2015 C. Spring 2016

- 3.4.5 Develop a succession plan to address ministry leadership needs among clergy and lay leaders within the African American, Hispanic, and Asian-Pacific communities. [Personnel & Planning]
B. Summer 2016 C. Summer 2017
- 3.4.6 Strengthen the African American family through education, formation, and outreach. [Office of Multicultural Ministry; Family Ministries]
B. Winter 2015 C. Ongoing

OBJECTIVE 3.5

Implement best practices for our local Church to respond to the needs of young adults in diverse pastoral settings.

Action Steps:

- 3.5.1 Hold regional listening sessions so that young adults can express their concerns, hopes, and vision for the Church. [Office of Evangelization; Personnel & Planning]
B. Fall 2015 C. Spring 2016
- 3.5.2 Utilize “Village Fountain” sessions (c.f. *Final Message of the Synod on the New Evangelization*) to brainstorm ways in which clergy, parish staff, and parish leaders can identify young adults already present in a parish or neighborhood and intentionally invite them to serve in specific roles and leadership within the parish. [OLFE – Youth Ministry; Office of Evangelization]
B. Summer 2016 C. Spring 2017
- 3.5.3 Pilot new initiatives to reach out to inactive young adults in order to engage them in parish life. [OLFE – Youth Ministry; Office of Evangelization]
B. Fall 2016 C. Fall 2018
- 3.5.4 Create resources and develop ways to support young adult ecumenical and interfaith couples during the first five years of marriage. [Family Ministries]
B. Winter 2016 C. Winter 2017

OBJECTIVE 4.2

Develop strategies to identify and invite persons, reflective of the diversity of the local church, to become leaders in ministry.

Action Steps:

- 4.2.1 Design materials that assist priests and parish leaders in promoting ministry within parishes. [OLFE – Formation]
B. Fall 2015 C. Summer 2016
- 4.2.2 Develop a comprehensive recruiting plan inviting persons to consider roles in ordained, religious, and lay ecclesial ministry that is suitable for use in a variety of settings (e.g. schools, colleges, parishes). [Personnel & Planning; Vocations Office]
B. Winter 2016 C. Winter 2017
- 4.2.3 Sponsor retreats that enable the diversity of individuals interested in the priesthood, diaconate, and religious life to hear God’s call to ministry. [Vocations Office; Office of Multicultural Ministry]
B. Fall 2015 C. Fall 2017
- 4.2.4 Enhance the vocations page on the Archdiocese of Louisville website by adding information on diverse ministries and links to current and ongoing programs and events. [Archdiocesan Communications Center; Vocations Office]
B. Spring 2015 C. Fall 2015
- 4.2.5 Identify an instrument that inquirers can use to help discern their call to a particular vocation or religious order. [OLFE – Formation; Vocations Office]
B. Winter 2016 C. Fall 2016

OBJECTIVE 4.3

Create opportunities to develop existing and invite new persons to leadership positions in lay ecclesial ministry.

Action Steps:

- 4.3.1 Sponsor archdiocesan-wide discussions and activities defining the roles and expectations of those presently serving in ordained ministry (priests and deacons) and lay ecclesial ministry positions (parish staff and parishioners). [Personnel & Planning]
B. Winter 2016 C. Winter 2017

- 4.3.2 Expand and promote opportunities for the development of leadership skills for lay ecclesial ministers. [Archdiocesan Leadership Institute Committee]
B. Fall 2015 C. Fall 2017
- 4.3.3 Create written expectations for continuing development useful in the ongoing formation of ordained and lay ecclesial ministers. [Priest Personnel; Diaconate; Personnel & Planning]
B. Fall 2015 C. Fall 2016
- 4.3.4 Assess existing compensation levels for church employees and offer recommendations for appropriate adjustment. [Personnel & Planning]
B. Fall 2015 C. Spring 2016
- 4.3.5 Develop a succession planning process for use at the archdiocesan and parish levels. [Personnel & Planning]
B. Summer 2015 C. Summer 2016

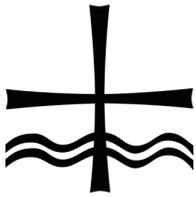
OBJECTIVE 4.4

Support the spiritual and overall wellness of ordained and lay ministers.

Action Steps:

- 4.4.1 Develop continuing education programs addressing the wellness needs of ordained and lay ecclesial ministers, recognizing the different challenges and opportunities resulting from years of ministry service, prior educational/work experiences, and diverse learning styles. [Personnel & Planning; Family Ministries; Priest Personnel]
B. Spring 2016 C. Fall 2018
- 4.4.2 Expand the number of peer support groups available for those ordained to the priesthood and to the permanent diaconate. [Priest Personnel; Diaconate]
B. Fall 2015 C. Fall 2016
- 4.4.3 Facilitate the sharing of resources to support those called or assigned to serve in clustered, merged, or multiple-parish settings. [Priest Personnel]
B. Winter 2016 C. Winter 2017
- 4.4.4 Offer training and awareness programs that prepare parishes and parishioners to welcome new associate pastors and priests from other countries. [Priest Personnel; Personnel & Planning]
B. Summer 2015 C. Summer 2017

GOAL 5



To advance excellence in and accessibility to lifelong Catholic formation and education for all members of the Body of Christ, the Church.

The purpose of this goal is to promote excellence in and accessibility to lifelong Catholic formation and education, so as to build up the Body of Christ, the Church. Since the continuing formation and education of Catholics is essential to this effort, the objectives and action steps focus on modern digital learning methods; enhanced formation and education about the social mission of the Church; and the opportunity for building community and a sense of belonging through our education/formation ministries. Goal 5 also includes a summary (Objective 5.4) of the *Catholic Elementary School Plan*, which is included as an addendum to the *2014 Archdiocese of Louisville Strategic Plan*.

OBJECTIVE 5.1

Improve existing formation and education programs by expanding the use of digital learning as a tool for catechesis, education, and evangelization.

Action Steps:

- 5.1.1 Identify models of effective digital learning consistent with requirements of an instructional day in Catholic schools. [OLFE – Schools; Archdiocesan Communications Center]
B. Winter 2015 C. Fall 2015
- 5.1.2 Create instructional models for integrating digital learning in sacramental preparation and adult education. [OLFE – Formation; Archdiocesan Communications Center]
B. Summer 2015 C. Fall 2016
- 5.1.3 Offer workshops where catechists learn best practices and methods for integrating digital learning into ongoing formation efforts. [OLFE – Formation]
B. Summer 2015 C. Summer 2018
- 5.1.4 Provide guidance to parish leaders and lifelong learners on safe and ethical use of social media. [Archdiocesan Communications Center; OLFE – Schools; OLFE – Youth Ministry; Family Ministries]
B. Winter 2015 C. Ongoing

OBJECTIVE 5.2

Create formation and education initiatives to enhance understanding of Catholic social teaching by all members of the Body of Christ.

Action Steps:

- 5.2.1 Identify Catholic social teaching content within current religious education curriculum standards and recommend enhancements as needed. [Catholic Charities; OLFE – Formation; Family Ministries – Pro-Life]
B. Winter 2015 C. Winter 2016
- 5.2.2 Incorporate Catholic social teaching resources and best practices in catechist formation. [OLFE – Formation; Catholic Charities; Family Ministries – Pro-Life]
B. Summer 2015 C. Ongoing
- 5.2.3 Identify resources to integrate the seven themes of Catholic social teaching in parish worship, education, formation, outreach, and parish life ministries. [Family Ministries – Pro-Life; Catholic Charities]
B. Winter 2016 C. Spring 2017
- 5.2.4 Promote education on and enrollment in Catholic Conference of Kentucky’s Faithful Citizen Advocates. [Archdiocesan Communications Center; Catholic Conference of Kentucky; Catholic Charities]
B. Winter 2016 C. Winter 2017

OBJECTIVE 5.3

Explore new formation and education initiatives that meet the needs of lifelong learners and foster a sense of belonging to the Roman Catholic Church.

Action Steps:

- 5.3.1 Infuse existing infant baptism preparation programs with evangelizing opportunities to engage young adults in the Church. [OLFE – Formation; OLFE – Youth Ministry; Office of Evangelization]
B. Winter 2016 C. Winter 2017
- 5.3.2 Create digital resources aimed specifically at divorced and remarried Catholics to assist them with navigating the annulment process and addressing the questions and challenges they face in feeling welcome within parish communities. [Tribunal; Archdiocesan Communications Center; Family Ministries]
B. Fall 2015 C. Fall 2016

- 5.3.3 Implement the *National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools* (NSBECS) to ensure excellent and rigorous academic expectations infused with vibrant Catholic identity. [OLFE – Schools]
B. Winter 2015 C. Spring 2017
- 5.3.4 Develop a guidebook that addresses the unique spiritual formation and education needs of preschool children. [OLFE – Schools]
B. Fall 2015 C. Fall 2018
- 5.3.5 Develop guidelines for preschool programs operated by Catholic schools and parishes addressing Catholic identity, curriculum design, assessment, and human resources. [OLFE – Schools]
B. Fall 2015 C. Fall 2018

OBJECTIVE 5.4

Develop and implement initiatives to improve the accessibility, funding, structures, and evangelizing outreach of Catholic elementary schools as outlined in the *Catholic Elementary School Plan*.

Action Steps:

- 5.4.1 Increase number of students served through improved accessibility. [Personnel & Planning; OLFE – Schools; Archdiocesan Communications Center]
B. Spring 2015 C. Ongoing
- 5.4.2 Increase financial support for Catholic schools. [Finance; Personnel & Planning; OLFE – Schools; Archdiocesan Communications Center]
B. Spring 2015 C. Ongoing
- 5.4.3 Develop new elementary school structures to address expanding needs within the Archdiocese. [Personnel & Planning; OLFE – Schools]
B. Summer 2015 C. Summer 2016
- 5.4.4 Develop new initiatives for parishes and schools to build relationships with young adults, i.e., single people, married couples, and parents of young children. (c.f. Action Steps under Goal 2.4)
B. Fall 2015 C. Fall 2018

Addendum

Catholic Elementary School Plan

Introduction

In the spring of 2012 at the request of the Priests' Council, the Archdiocese of Louisville began a study and planning process to consider how best to identify and address the significant challenges facing Catholic elementary education in the Archdiocese. A research report tracked demographic trends, school enrollment, tuition, finances, quality of schools, and parent satisfaction. This report was presented to the Priests' Council in August of 2012 and distributed to all parishes and schools.

In the fall of 2012, each parish council and school board was asked to study the report and submit recommendations for addressing the challenges identified. Ninety-three parishes submitted recommendations, and input was sought in consultation with the Archdiocesan Pastoral Council, the Finance Council, and the Priests' Council.

In the spring of 2013, pastors and representatives from more than 75 parishes gathered at one of seven meetings to discuss and reshape the recommendations. The results of these gatherings formed the basis for the initiatives that are found in this elementary school plan. These efforts will address three primary needs in the Archdiocese:

- To expand access to all schools in order to serve a wider population of Catholic families.
- To increase financial support for families who wish to have their children attend a Catholic school.
- To develop new structures to expand the availability of Catholic schools to underserved populations (i.e., students with particular learning needs, Hispanic families, families desiring to form new schools).

In the months prior to the fall of 2014, the *Catholic Elementary School Plan* was finalized in order to be included as part of the *2014 Archdiocese of Louisville Strategic Plan*. At the August 27, 2014 meeting, the Finance Council was consulted on the elements of the final plan. At the September 18, 2014 meeting, the Priests' Council was consulted.

Having heard the significant need for the Archdiocese to expand support for elementary schools and after consultation with the appropriate consultative bodies, Archbishop Kurtz has announced the following strategic initiatives.

Catholic Elementary School Plan

I. Increase the number of students served through increased accessibility.

- a. It is now an archdiocesan policy that a Catholic student, registered in any parish without a school, may attend any Catholic school with available space at the same tuition rate paid by a parishioner of the parish sponsoring the school. The determination of available space will be made by the school. Schools not charging tuition are excluded.

Timeline: Effective with the start of the 2015-2016 school year.

- b. Financial support will be available through a tuition discount program for any family, regardless of parish membership or faith tradition, whose income does not meet a minimum threshold. The minimum threshold for the 2015-16 school year will be 200% of the poverty rate. The discount amount will be set at \$1,000 for the first child, with a further discount of \$500 for each additional child. A tuition voucher of 50% of the discount will be provided by the Archdiocese to families, with the school matching the remaining 50% of the discount.

Timeline: Effective with the start of the 2015-2016 school year.

- c. The Archdiocese will assist families and parishes wishing to develop a transportation system allowing students from a parish without a school to travel to a parish where a school exists.

Timeline: Effective as needed.

II. Increase financial support for families with children wishing to attend a Catholic school.

- a. In collaboration with the other three dioceses in Kentucky, the Archdiocese will continue to support a state-wide business tax credit program by providing funding for the Catholic Conference of Kentucky advocacy efforts with the state legislature and the business community.

Timeline: Ongoing.

- b. The collection, traditionally taken up on Easter Sunday for Catholic education, will no longer occur. In order to assist the Catholic Education Foundation (CEF) with its annual spring appeal, a complete parishioner mailing will be provided to CEF in order to promote fundraising for tuition assistance and other school and parish grants.

Timeline: Easter Collection 2015 will be the final collection for CEF.

Parishioner mailing lists will be provided to CEF for use in spring 2016.

- c. An Archdiocesan Voucher Fund will be available to provide eligible parishioners with vouchers for tuition assistance. The vouchers will be funded through a 1% contribution of gross parish income from each parish in the Archdiocese.

Contribution funds will be used for the following:

1. 10% to the Catholic Education Foundation, which will yield approximately \$130,000.
2. 90% to fund the newly-created Archdiocesan Voucher Fund for parishioners.

The purpose of the Archdiocesan Voucher Fund will be to provide parishioners with an additional source of tuition assistance beyond what is provided by the Catholic Education Foundation or parishes. The Fund will be administered by the Archdiocese with a committee of pastors serving as advisors.

The Fund will first provide a tuition voucher for 50% of the discount offered to families who are eligible for the tuition discount program (see Ib). Families will present this voucher to the school they have enrolled in, and the school will submit the voucher to the Archdiocese for reimbursement for \$500 of the \$1,000 discount or higher amount for multiple children.

The Fund will next provide eligible parishioner families with a tuition assistance voucher. The amount of need will be determined using the Private School Aid Service (PSAS) or other approved process. Funds, in the form of vouchers, will be used to supplement a portion of the remaining need as long as funds are available. The amount of each voucher will be set after the amount of assistance to be provided by the Catholic Education Foundation has been determined. Families will present this voucher to the school they have enrolled in, and the school will submit the voucher to the Archdiocese for reimbursement.

Timeline: The Archdiocesan Voucher Fund will be established as of July 2015, and contributions from parishes will begin in July of 2015. The contribution will be based upon parish revenue of the previous year and will be collected quarterly, along with parish assessments. Approximate value as of 2014: \$1.3M.

III. Develop new elementary school structures to address expanding needs within the Archdiocese.

- a. In collaboration with one or more parishes, new school models (i.e. school within a school) will be designed to serve specific communities within the Archdiocese with particular language, cultural, or educational needs. Grants from the Archdiocese will be made available to assist with initial costs.

Timeline: Planning beginning summer 2015 as requested by schools.

- b. The Archdiocese will encourage the establishment of new Catholic schools by providing criteria, guidelines, and support to parents wishing to establish independent Catholic schools within the Archdiocese.

Timeline: Policy with process and criteria for recognition finalized by February 2015.

- c. Alternative central business office(s) will be created to provide administrative support for any combination of two or more elementary schools. Schools choosing to do so may contract for particular services (payroll, budget preparation, financial reporting, accounts payable, tuition collection, etc.). Supervision to be provided by the archdiocesan Finance Office.

Timeline: Parishes notified of available services, and office(s) set up as needed in fall 2015.

Implementation procedures on these initiatives will be forthcoming, and the Archdiocese will continue to monitor and refine as the effectiveness of the plan is evaluated.

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