

FUTURE *Parish* LEADERSHIP *Models*

*Formulated by the Priests and
Parish Directors of the Archdiocese*



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FUTURE PARISH LEADERSHIP MODELS

This document on future parish leadership models, in effect, fills in the “staff” boxes for all the future parish models. Any of the leadership models can be inserted into the “staff” box for any parish model. There are four basic parish leadership models:

1. Pastor/Administrator/Parish Director with Oversight of Essential Staff Positions
2. Pastor/Administrator/Parish Director with Oversight of Lead Director Positions
3. Pastor/Administrator/Parish Director with Oversight of Directors of Ministry and Administrative Service
4. Pastor/Administrator/Parish Director with Oversight of Pastoral Coordinator

Before exploring the models, there are some important understandings and considerations which should be noted.

PASTORING PARISHES:

The Archbishop will appoint priests as pastors or administrators and can appoint deacons, religious or laity as parish directors teamed with assisting priests to shepherd individual parishes or multi-parish communities. Even though the role of a pastor will vary from community to community, there can be stronger support and organization from a pastoral staff. Because the revenue base and membership of most parishes in multi-parish communities will be increased, the intent is that every community can support a pastoral staff for the pastor to assign and share many of the pastoral and administrative responsibilities.

ASSOCIATE PASTORS:

Not all priests will be serving as pastors at ordination. There will be associate pastors needed by parishes and multi-parish communities in the future.

- Newly ordained priests should serve 3 to 4 years as an associate pastor before being appointed as a pastor.
- Veteran priests may also serve as associate pastors.
- It is recommended that the seminary provide an experience of multi-parish ministry with a teaching parish or priest placement does with the first assignment as a newly ordained.

OTHER ADMINISTRATIVE POSITIONS:

- **Pastoral Coordinator** – This position is akin to the parish director position but without an episcopal appointment. The pastor of a parish hires for this position to oversee and supervise the members of the pastoral staff. In addition to a managerial role, the director will also have ministerial responsibilities as identified in a job description. Candidates may surface from the pool of parish directors, internal promotions or resumes received.
- **Director of Ministry** – This position, hired by a pastor, will oversee and supervise the staff involved in ministerial, rather than administrative, positions. In addition to a managerial role, the director will also have specific ministerial responsibilities as identified in a job description. Candidates may surface from the pool of parish directors, internal promotions or resumes received.
- **Director of Administrative Services** – This position is present in all four models. This represents the Synod recommendation to reduce the administrative load of the pastor.

PASTORAL STAFF

FUTURE PARISH STAFF AREAS:

All the leadership models are based on an understanding of Church mission which comes from what Jesus did, how the early communities functioned, and the theological tradition of the Church. Pastoral staffs are organized around five essential staff positions:

1. Prayer and Worship
2. Evangelization and Formation – Principal of a Catholic School as well
3. Human Concerns and Pastoral Care
4. Stewardship and Communications
5. Administrative Services

Permanent Deacons may serve parishes in a staff position, particularly in human concerns and pastoral care. Depending on size, a few parishes may have to combine positions in order to assure that ministry is being carried out.

Within each area of ministry there is opportunity for specialization as parish resources and parishioners need will allow. Larger communities are more likely to have additional staff members in some areas of mission.

STAFFING SMALLER PARISHES:

Smaller parishes may need to consider combining mission responsibilities into “combo” positions or collaborating with nearby parishes to share staff. Smaller parishes can also consider covenanting with a permanent deacon to serve in a mission capacity. Human concerns and pastoral care ministry are likely possibilities for deacons.

STAFFING SHARED PARISHES:

The term “shared parishes” describes parish communities in which two or more languages or cultural contexts are present in the ministerial life of a parish or multi-parish community. The number of Catholic parishes shared by culturally diverse communities has grown dramatically in the United States and all indicators show that this trend will continue in the future.

Staff for a shared parish may need to have, at minimum, cultural awareness and sensitivity. In some situations, there may be a preference for staff with bi-lingual skills. In certain instances, a staff person with language and ministerial skills may be necessary to serve in a pastoral associate position with clearly identified responsibilities.

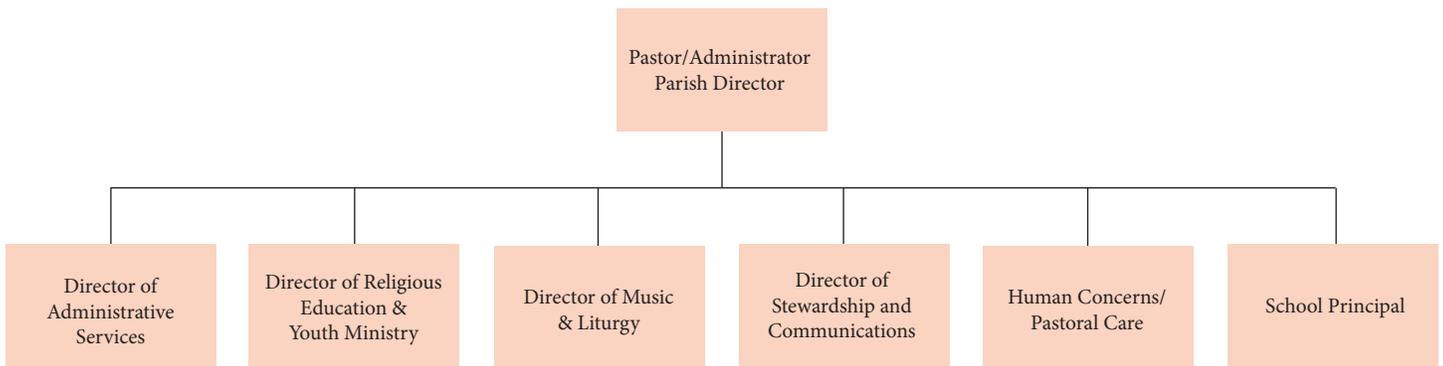
The United States Conference of Catholic Bishops’ Committee on Cultural Diversity has developed a guide which discusses best practices for shared parishes. This guide and further information on shared parishes can be found on the USCCB website.

SUPERVISION OF STAFF (DIRECT REPORTS):

A key future issue for pastors is the reduction of the number of staff they supervise, also termed as “direct reports.” Some pastors supervise as many as fifteen employees. The models provide pastors and staffs with options so that more and more of the pastor’s time can be spent in ministry rather than administration.

The future parish leadership models are illustrated and described in detail on the following pages.

PARISH LEADERSHIP MODEL 1 PASTOR/ADMINISTRATOR/PARISH DIRECTOR WITH OVERSIGHT OF ESSENTIAL STAFF POSITIONS

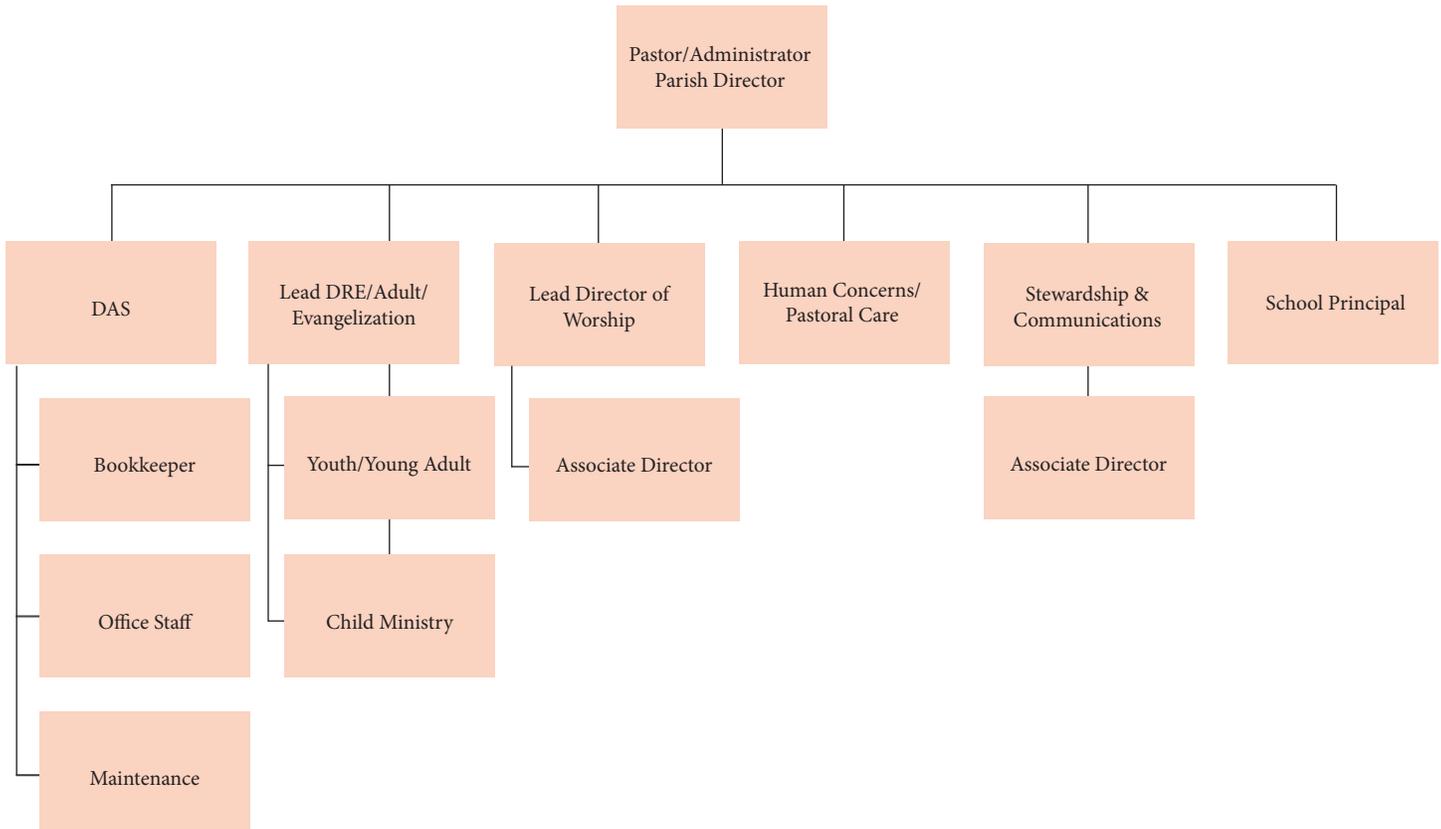


Please Note: Any model with a Parish Director would need to be accompanied by a Supervising Priest and Assisting Priest.

ABOUT THIS MODEL:

This staffing model captures the essential makeup for a parish or multi-parish staff. This model allows the pastor/administrator/parish director to have direct reports from a staff member in each area of ministry. This model may also have one or more associate pastors who report to the pastor/administrator. Additional staff can be added by hiring “associate directors” who report to the directors. It is a model with sufficient flexibility that it can be used in small or large membership communities.

PARISH LEADERSHIP MODEL 2 PASTOR/ADMINISTRATOR/PARISH DIRECTOR WITH OVERSIGHT OF LEAD DIRECTOR POSITIONS

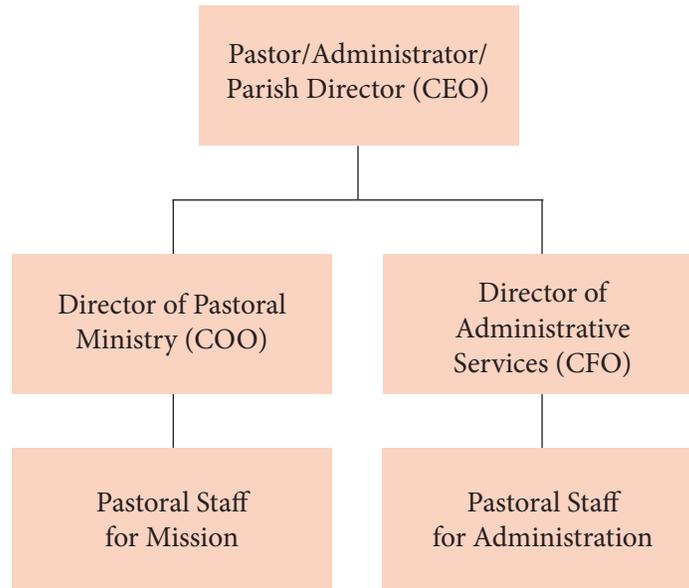


ABOUT THIS MODEL:

This staffing model is most likely to be used in parishes or multi-parish communities with larger memberships. It parallels the essential model by limiting the number of direct reports to a pastor/administrator/parish director even with a large, specialized staff. It is a staff “growth” model because it allows parishes to add staff without changing the basic organization and supervision of staff structure.

PARISH LEADERSHIP MODEL 3

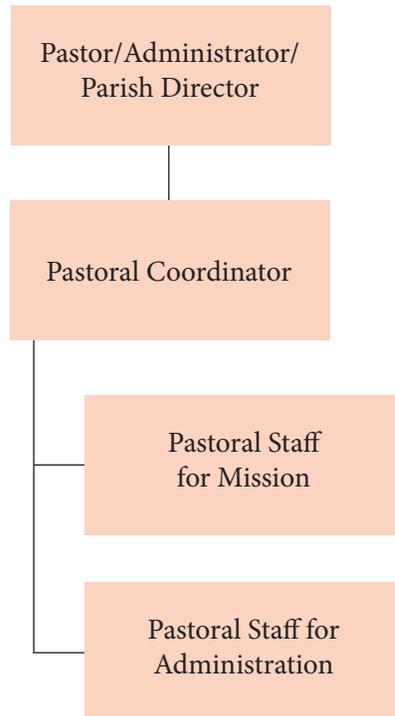
PASTOR/ADMINISTRATOR/PARISH DIRECTOR WITH OVERSIGHT OF DIRECTORS OF MINISTRY AND ADMINISTRATIVE SERVICES



ABOUT THIS MODEL:

This model is a preferred model for groups of parishes which seek to significantly reduce the administrative workload of pastors/administrators/parish directors, particularly in multi-parish settings. It is based on the common business structure of the three positions of: CEO, COO, and CFO. The pastor/administrator/ parish director would select a Director of Pastoral Ministry (DPM) and a Director of Administrative Services (DAS). Each would function as the head of the two principal areas in a parish: ministerial activity and administrative services. A personnel pool already exists for the DAS position. The people capable of the DPM position could be drawn from the parish director pool or as an internal promotion. This model is most likely to be used in multi-parish settings with large memberships. This model may also have one or more associate pastors who report to the pastor/administrator.

PARISH LEADERSHIP MODEL 4 PASTOR/ADMINISTRATOR/PARISH DIRECTOR WITH OVERSIGHT OF PASTORAL COORDINATOR



ABOUT THIS MODEL:

This model is a preferred model for parishes which seek to reduce the administrative workload of pastors/ administrators/ parish directors in multi-parish settings or large free-standing parishes and are able to combine the oversight for mission activity and administrative services in one position. The pastor/administrator/ parish director would select one person who was qualified to serve as Pastoral Coordinator. The Pastoral Coordinator would head the two principal areas in a parish: ministerial activity and administrative services. The position would require someone who is capable of supervising others in ministry, as well as in administration. This pastoral coordinator will also have ministerial responsibilities as specified in a job description. This model may also have one or more associate pastors who report to the pastor/administrator.

