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**University of Dayton
Institute for Pastoral Initiatives
2025 Strategic Plan**



University of Dayton
**Institute for Pastoral
Initiatives**

2025 Strategic Plan

August 2022

Prepared by IPI Staff
Assisted by David Ramey, Consultant



Institute for Pastoral
Initiatives Team, 2022



This document reflects IPI's Team discussions with Dave Ramey and the College of Arts & Sciences Dean's Office for Phase I of the Institute for Pastoral Initiatives Strategic Planning Process. Phase II begins September 2022 through January 2023 developing specific action steps for each Strategic Goal (A-G) for 2023-2025 in consultation with various groups associated with the Institute for Pastoral Initiatives future.

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Message from IPI's Executive Director

On behalf of the Institute for Pastoral Initiatives Team I wish to express our deepest appreciation to the University of Dayton's Administrative Leadership, Dr. Eric Spina, Dr. Paul Benson, Dr. Jason Pierce, Dr. Don Pair, Dr. Danielle Poe, Fr. James Fitz, and the Marianist Foundation for your continual support for the Institute's global pastoral outreach. It is your support and encouragement which continues to motivate our daily work. Thank you.

I wish to thank the Institute for Pastoral Initiatives Team – Richard Drabik, Dr. Dorothy Mensah-Aggrey, Liliana Montoya, Robert Stewart, Jeaninne Chaffin, John LeComte, Angela Hall, Laura Franklin, Margaret McCrate, and Cristina Ryan, who dedicated hours to contribute to imagining IPI's future.

IPI's Strategic Planning Initiative began in the fall 2021 under the guidance of Mr. David Ramey, Strategic Leadership Associates, Inc., and the College of Arts and Sciences. Together we have set the unfolding future direction of the Institute for Pastoral Initiatives in the 21st century.

As noted in the following pages, the Institute for Pastoral Initiatives has had an unfolding history beginning with the Office for Moral and Religious Education (1972) until the present moment. Copious women & men local, national and international are part of our story. An elaborate history is being prepared for publication (fall 2022). I pray the publication celebrates the significant contributions of the Institute over many years for participating in the life of the Catholic Church in various parts of the world.

For all that has been: Thank you. For all that will be: Yes.

With gratitude,

Sr. Angela Ann Zukowski, MSHS, D.Min.

Executive Director

August 2022

Overview

The University of Dayton Institute for Pastoral Initiatives (hereafter IPI) is a Catholic global ministry that was set up to enhance the faith and pastoral leadership formation of dioceses, pastoral (parish) leaders, and Catholic educators both online and in person within the USA and around the world.

The Institute for Pastoral Initiatives is an extension of the evolution of the Office for Moral and Religious Education (1972), into the Center for Religious Communication (1983) and retitled in 1996 to the Institute for Pastoral Initiatives. The primary mission has been and continues to be an outreach of the University & Marianist Community serving the local, national and global Catholic Church regarding pastoral, catechetical and lay leadership ministry formation programs. IPI is located on the University of Dayton's Curran Place Campus.



Barbados

Currently, IPI offers a variety of programs and consultative services in-person and online. IPI's online initiative is called the Virtual Learning Community for Faith Formation — VLCFF (1996–). Online Catholic e-courses are available in English, Spanish, and Arabic to approximately 7,000 Catholic youth and adults throughout the world each year. IPI has 90+ diocesan partner dioceses including Arabic speaking communities (Apostolic Vicariate of Southern/Northern Arabia), as well as, Caribbean and Hispanic communities. IPI “mobilizes the resources of the University of Dayton



Abu Dhabi

in partnership, service, education, and pastoral guidance and consultation for the global church.”

IPI is 55-60% self-funded; it receives additional university support through the College of Arts & Sciences, the Marianist Foundation, outside grants, special scholarship donations, and

registrations from the VLCFF Program.

IPI offers a wide range of programs including:

- Virtual Learning Community for Faith Formation (hereafter VLCFF): Offers online catechetical, and pastoral leadership formation classes in English, Spanish and Arabic.
- Forum for Young Catechetical Leaders: 2-year program for undergraduate students preparing to become religion teachers and catechists; in collaboration with the Department of Religious Studies and Center for Catholic Education.
- Forum for Hispanic Catholic Youth Leadership and Faith Formation brings together Hispanic



Forum for Young Catechetical Leaders



Forum for Hispanic Catholic Youth Leadership and Faith Formation

youth from within the Archdiocese of Cincinnati, in particular, for supporting their faith and lay ministry leadership vocation.

- Christian Meditation Workshops in Catholic schools & parishes for cultivating meditation and contemplation.
- Collaboration with the Caribbean School for Catholic Communication to prepare women and men for their communication roles in dioceses, parishes, or Catholic Schools.
- Adult faith and leadership formation in countries such as the Vicariate of Southern/Northern Arabia, South Africa, Kenya, Malawi, Mauritius, Thailand, Hong Kong and India, as well as South American and Caribbean nations.
- Collaboration with the Institute for School and Parish Development in New Orleans
- Collaboration with the Catholic Extension Society for supporting faith formation of women religious from other countries entering the USA to fill ministry positions.
- Collaboration with the Antilles Episcopal Conference for Diaconate Online Formation.



Caribbean School for Catholic Communication



VLCCF Permanent Deacon Formation, Diocese of Bridgetown, Barbados

IPI reports to the Dean of the College of Arts and Sciences at the University of Dayton and is supported by 11 staff members (six program staff and five administrative assistants).

Program staff have competencies in the following areas:

- Management of the VLCFF online program (approximately 7,000 nontraditional Catholic adult students per year in seven cycles)
- English curriculum and program development
- Spanish curriculum and program development
- Coordinating with Arabic consultants located in the Apostolic Vicariate of Southern Arabia.
- Facilitator (instructor) formation/development
- Networking with diocesan and related international VLCFF partners
- Social media (marketing)



Arima, Trinidad, West Indies



IPI Participating in the Journey Together USCCB Conference



IPI Participating in the Journey Together USCCB Conference

- Web/IT infrastructure
- Advancement (grant writing)
- Catechetical and lay leadership continuing education programs online and in person

Administrative assistants have competencies in the following areas:

- Finance
- Online course registration
- Program Management
- Monitoring e-student success
- Fundraising
- General administration.
- IPI presents an extraordinary history of international outreach including over 26 countries.



Apostolic Vicariate of Southern/Northern Arabia



Apostolic Vicariate of Southern/Northern Arabia

Current Vision and Mission

Vision

Global partners with the Catholic Church in educating and forming disciples through dialogue, service, and faith formation.

Mission

Catholic in tradition and global in mission, the UD Institute for Pastoral Initiatives nurtures a living Catholic faith, rooted in our Catholic Marianist Charism and Vision, through innovative programs and initiatives of faith and leadership formation grounded in applied pastoral research.



Malawi

Core Beliefs

Marianist Education Tradition

Through our Baptism we are called to authentic discipleship by nurturing a dynamic relationship with Jesus Christ, practiced within a community of faith, and by witnessing to our shared faith among all those we are called to serve.

Our Marianist spirituality calls us to be truly present with a loving and respectful presence to all those we serve. Our initiatives offer excellent means of passing on a distinctive vision for living the Christian life in contemporary times.

The five characteristics of Marianist Tradition are the grounding principles that guide our discernment of the signs of the times and approaches for serving the People of God today:

- Educate for formation in faith.
- Provide an integral, quality education.
- Educate in family spirit.
- Educate for service, justice, peace, and integral ecological transformation.
- Educate for adaptation and change.

Permanent Mission

In concert with the Church's call toward the New Evangelization in a rapidly changing world, we strive to prophetically face the evolving challenges for proclaiming the Good News.

Being on permanent mission calls us to embrace authentic listening and dialogue as a means for reading the signs of the times and discerning the direction and path of our unfolding mission into the future.

Collaboration/Partnership

Collaboration and partnership offer opportunities to identify, release, and unite all the gifts of ministry unfolding within the Christian community. Through collaboration we are aware that individuals and programs do not exist in isolation. Through our collaborative approach to ministry, we strive to mobilize the rich and

diverse resources of our strategic partners for offering the highest quality of lifelong pastoral educational service.

Collaboration and partnership is a bridge and bond for national and international sensibility, faith formation, and orchestrated advocacy to address emerging pastoral needs and issues. Listening to and dialoguing with our partners enables us to be informed, formed, and transformed for creating opportunities to support the evolving pastoral educational needs of the People of God.

Communication

Communication is the heart of the Church. Identifying alternative methodologies for enhancing the communications ministry of the Church is essential to our work.

The digital milieu continues to expand with quantum speed. It is paving the way for information, forming and transforming both the global faith and secular communities. We are called to be attuned to this evolution and discern the most effective means for utilizing the digital milieu for our apostolic missionary activities.

Communications throughout our ministry, within and among those we work and serve, can support a greater presence of the Church in the Modern World. In this way, we address the evangelization and mission orientated call of the Church today.

Adaptability

Adaptability opens the door for new creative strategies to address faith and leadership ministry formation needs of the Church. Cultural shifts within and outside the Church invite and challenge us to read the signs of the times. Through research of critical reflection and discernment we determine the most effective and creative methods and means to address the diversity of issues faced daily.

Each cultural context requires that we are sensitive to specific characteristics of language, psychology, methodology, spirituality, and expressions of faith. Respect for differences, discovering our common grounds, and keeping focused on our mission and vision enables us to contribute to a new way of being Church in contemporary times.

Five-Year Strategic Goals

The following strategic goals for the University of Dayton's Institute for Pastoral Initiatives constitute the "one-page" strategic plan for growth over the next three years. Each goal is supported by a set of strategies, and action plan which follows.

Strategic Goal A

Educate the global Catholic Church by bringing faith to people and people to faith.

Strategic Goal B

Provide a platform of ministry formation which enables dioceses & religious institutes and parishes to form parishioners & members, as disciples for the future of the Catholic Church.

Strategic Goal C

Be a bridge for UD and the universal Church, networking Catholic Marianist services and resources to the needs of the church in changing times.

Strategic Goal D

To expand awareness of IPI's capacity for comprehensive approaches to learning on the church's emerging issues.

Strategic Goal E

Build our endowment of major donors to assure the future stewardship of IPI.

Strategic Goal F

Develop our staff professionally with the technology, skills and cultural awareness to lead a global institute.

Strategies and Initiatives

The following strategies and initiatives represent major priorities to be accomplished over the next three years. These key strategies and initiatives will be further defined, including timetables and responsibilities for each of the major priorities outlined below.

Strategic Goal A

Educate the Global Catholic Church

1. Organize bi-annual listening session opportunities with diocesan partners to determine cutting edge emerging issues to be addressed within the VLCFF (fall 2022, spring 2023, summer 2023, fall 2023, and spring 2024).
2. Through collaboration with diocesan partners, identify how to provide customized value-added resources on current cultural pastoral needs (attached with the annual renewal of agreements – January, and, July 2022, 2023).
 - a. In light of new diocesan/parish structure changes across the board, identify VLCFF Diocesan Partners with current significant changes to explore trends and issues (Summer 2022 through Summer 2023).
3. Increase in both Spanish and Arabic VLCFF courses and registrations 5% per year.
 - a. Via enhancing marketing strategies for both Spanish and Arabic e-courses (summer/fall 2022-2023)
 - i. Marketing Plan for Spanish VLCFF Program (fall 2022)
 - ii. Marketing Plan for Arabic VLCFF Program (fall 2022)
4. Monthly evaluation by the IPI/VLCFF Team regarding the status of the above (1 thru 3) via a standard checklist.
5. Develop and implement an annual marketing plan to achieve program growth priorities. (fall 2022; spring 2023)

Strategic Goal B

Provide a Platform of Ministry Formation

1. Explore and discern alternate types of partnerships for dioceses, parish clusters, Institutes, etc. for stimulating growth in e-course registrations, VLCFF diocesan partnerships, and related pastoral ministry outreach services.
2. Expand our Spanish and Arabic multilingual platforms.
3. Since French has frequently been asked in recent years, explore the administrative possibilities/responsibilities/consequences on current staff, along with identifying sources for financial support for moving in this direction. (December 2023).
4. Consult with VLCFF Diocesan Partners during our bi-annual listening sessions to determine the emerging types of lay parish ministry formation programs needed to challenges in the local Church. (Relates to timeframe in Goal A).
5. Develop VLCFF Facilitator cohorts (English, Spanish, and Arabic)
 - a. Cohorts meet via zoom 2x per year (summer and winter)
 - b. Strengthening Facilitator Formation Program (summer 2022) and review annually (winter 2023, fall 2024, etc.)
6. Explore the development of a youth formation and ministry platform.
 - a. Identify a team of Youth ministry/leadership consultants to explore new platforms/directions (fall 2022- December 2023)
 - b. Collaborate with the Dayton Deanery Hispanic Catechetical and Youth Formation Program (summer 2022-fall 2023)

Strategic Goal C

To Be a Bridge for the University of Dayton & the Universal Catholic Church

1. Engage UD entities which collaborate with the wider Catholic Church (e.g. Center for Catholic Education, Department of Religious Studies (IMRI), Campus Ministry, Rector's Office, Diversity, Equity, and Inclusion Office, UD Learning Teaching Center, etc.) Select IPI Team are identified to maintain regular communication with these, or, other UD entities during the year.
2. Enhance regular formal communication including social media with UD collaborators, especially around Marianist unique content areas.
3. Develop common applied pastoral research proposals with select UD entities to enhance the services of IPI/UD on formation programs in the Catholic Church.
 - a. This evolves based upon #1 and 2 above.

Strategic Goal D

Expand Awareness of IPI Capacity to Address Emerging Catholic Church Pastoral Issues

1. Engage UD Alumni office staff for communicating the IPI/VLCFF opportunities on contemporary issues within the Church. (Maintain bi-annual meetings with select UD Alumni staff).
2. Co-sponsor research-based webinars and symposia on emerging church issues.
3. Propose onsite annual seminars and programs (Summer 2023 through 2025).
4. Collaborate with UD's Center for Leadership for #3 above.
5. Promote Special Needs Faith Formation programs and publications.

Strategic Goal E

Build Endowment

1. Expand our grant development capacity in collaboration with UD Advancement (Touch base monthly with advancement by identifying an annual target for grant writing/funding.).
2. Develop an ongoing Master List of potential International grantors to specifically support Hispanic, Arabic, and other international students. (Related to #1 above).
3. Expand IPI's fundraising staffing capacity by identifying an annual plan of action.
4. Identify a means (sources) for increasing the income from course registrations, partnership fees, or related means. (Annual review particularly as VLCFF Partnerships Agreements are renewed).

Strategic Goal F

Professional Staff Development

1. Encourage and increase staff involvement in national and international professional associations as IPI finances permits. (2-5% of budget per year).
2. Encourage staff to participate in campus related courses helpful to support the quality of their IPI work.
3. Identify annual "whole team" professional development program per year.
4. Expand our fluency in world languages / cultural awareness related to our partner population.
5. Develop the job description and succession plan for the Executive Director (2023-25?).

Three-Year Performance Dashboard Measures

The following dashboard measures of success represent the metrics to evaluate the progress of the University of Dayton Institute for Pastoral Initiatives over the next three years as a result of the strategic business plan. These measures represent the recommended points of accountability to track plan accomplishments in the annual review and update.

Vision Growth

- Bolder, explicit UD vision for IPI as a viable mission outreach and center for the global church. (Goals A – E)

Enrollment Growth

- Growth in number of VLCFF students registered annually. (Goal A)
- Growth in number of new and renewed VLCFF partnerships annually. (Goal B)

Program Growth

- Growth in the number of collaborations with UD peer entities annually. (Goal C)
- Growth in the number of new initiatives (seminars, symposia, institutes) annually. (Goal D)

Fiscal Growth

- Growth in number of endowment donors and gifts annually. (Goal E)
- Growth in the number of foundation or 3rd party grants for special national or international programs and initiatives. (Goal E)

Capacity Growth

- Growth in the size of technology investment capacity to support programs annually. (Goal F)
- Growth in the IPI staffing capacity to support growth in mission related outreach annually. (Goal F)

Two-Year Action Plan Development

Strategic Goal A – Educate the Global Church

Key Decisions and Actions	Start Date	Scheduled Completion	Responsibility	Strategy(s) Supported
1. Increase VLCFF Spanish courses and student registrations.	Underway	Ongoing	Curriculum Committee	A3
2. Increase VLCFF Arabic courses and student registrations.	Underway	Ongoing	Curriculum Committee	A3
3. Create more Zoom listening session opportunities for partners and facilitators to identify course content based on emerging issues and trends.	Underway	Ongoing	Curriculum Committee	A3, A5, A1
4. Create short seminars or webinars based on current issues in the Church and the world.	Underway	Ongoing	Leadership Team	A4, A5
5. Develop a more rapid response series of lectures or one-time topical issues of relevance to faith formation.	Underway	Ongoing	IPI Leadership Team Partners Facilitators	A1
6. Identify ad-hoc committees to recommend workshops or courses on emerging issues.	Underway	Ongoing	Curriculum Committee Partners International Consultants and Experts	A5

Strategic Goal B – Provide a Platform of Ministry Formation

Key Decisions and Actions	Start Date	Scheduled Completion	Responsibility	Strategy(s) Supported
1. Explore and discern alternate types of partnership for stimulating growth in e-course registrations and partnerships (by January 2023)	September 2022	January 2023	Leadership Team	B1
2. Enhance Spanish and Arabic platforms. Spanish 5% per year; Arabic 2% per year.	Underway	May 2025	Curriculum Committee	B2
3. Explore the possibilities of French language courses along with identifying sources for financial support. (December 2023)	Fall 2022	December 2023	Curriculum Committee	B3
4. Consult with VLCFF Diocesan Partners to determine the emerging types of lay parish ministry formation programs. (Relates to timeframe in Goal A)	September 2022	December 2023 (ongoing)	Leadership Team	B4
5. Develop VLCFF Facilitator and Partner Enrichment seminars to strengthen relationships.	September 2022	Ongoing	Leadership Team	B5
6. Identify new thematic lay pastoral leadership programs via IPI for addressing the emerging trends within the Church.	Underway	Ongoing	Leadership Team	B4
7. Enhance the partnerships and programming with Diocesan Directors for Permanent Deacon Formation	July 2022	Ongoing	Leadership Team	B4

Strategic Goal C – To Be a Bridge for UD and the Universal Church

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Strategy(s) Supported
1. Engage UD entities which collaborate with the wider Catholic Church (e.g. Center for Catholic Education, Department of Religious Studies (IMRI), Campus Ministry, Rector's Office, Diversity, Equity, and Inclusion Office, UD Learning Teaching Center, etc.) (Select IPI Team are identified to maintain regular communication with these or other UD entities during the year. Updates are given during monthly IPI Team meetings.)	September 2022	Ongoing	Executive Director	C1
2. Enhance regular formal communication including social media with UD collaborators, especially around unique Marianist content areas	Underway	Ongoing	Executive Director	C2
3. Explore developing common applied pastoral research proposals with select UD entities to enhance the services of IPI/UD on pastoral formation in the Catholic Church.	September 2022	Ongoing	Leadership Team	C3

Strategic Goal D – Expand Awareness of IPI Capacity to Address Emerging Issues

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Strategy(s) Supported
1. Engage UD Alumni Association to communicating the IPI/VLCFF opportunities on contemporary issues within the Church. (Maintain bi-annual meetings with select UD Alumni Staff)	September 2022	Bi-Annually Meeting	Leadership Team	D1
2. Co-sponsor applied pastoral research-based webinars and symposia on emerging church issues, particularly around spiritual and lay leadership formation.	Summer 2022	As Issues Emerge	Leadership Team	D2
3. Determine if onsite annual seminars/programs should return to campus (Summer 2023 or 2024)	September 2022	Ongoing	Leadership Team	D3
4. Collaborate with UD's Leadership Institute for #3 above.	September 2022	May 2024	Leadership Team	D4
5. Identify means and continued support and advancement of Special Needs Faith Formation program and publications.	Underway	As Feasible	Leadership Team	D5

Strategic Goal E – Build our Endowment

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Strategy(s) Supported
1. Expand grant development capacity in collaboration with UD Advancement identify an annual target for grant writing/funding.	Underway	Ongoing	Executive Director Advancement Office	E1
2. Develop ongoing master list of potential international grantors to specifically support Hispanic, Arabic, and other international students. (Related to #1 above)	Underway	Ongoing	Executive Director Advancement Office	E1
3. Develop an action plan to expand IPI's fundraising capacity.	Underway	Ongoing	Executive Director Advancement Office	E1
4. Identify methodologies and sources for increasing income from course registrations and partnership fees. (Annual review particularly as VLCFF Partnerships Agreements are renewed)	Underway	Ongoing	Executive Director Advancement Office Leadership team	E1
5. Develop a marketing plan for our English, Spanish. And Arabic partners with % goals per year for growth.	Underway	Ongoing	Executive Director Leadership team	E3 & E4
6. Develop a three-year IPI Financial Strategic Plan.	Underway	Ongoing	Executive Director	E3 & E4
7. Explore establishing IPI fellowships for supporting the addressing our mission (with financial support).	Underway	Ongoing	Executive Director Leadership team	E2

Strategic Goal F – Develop our Staff Professionally

Key Decisions and Actions	Start Date	Scheduled Completion Date	Responsibility	Strategy(s) Supported
1. Encourage and increase staff involvement in national and international professional associations as IPI finances permit. (2-5% of budget per year).	August 2022	Ongoing	Leadership Team	F1
2. Encourage staff to participate in campus related courses helpful to support the quality of their IPI work.	August 2022	Ongoing	Leadership Team	F2
3. Identify ongoing annual “whole team” professional development program.	August 2022	Ongoing	Leadership Team	F3
4. Expand fluency in world languages and cultures related to our partner population.	August 2022	Ongoing	Leadership Team	F4
5. Explore the development of technology tools to enhance current and future online programs, e.g. App, social media, and IPI/VLCFF websites.	August 2022	Ongoing	Leadership Team	F2
6. Develop the job description and succession plan for the Executive Director.	Fall 2022	Maybe Fall 2025	Executive Director Dean's office	F5

Partnership Model

The IPI/VLCFF currently serves approximately 90+ canonical Roman Catholic dioceses throughout the world. The current partnership model is a singular approach to partnership for all dioceses irrespective of their size or economic circumstances. The future partnership model for VLCFF suggests a more diverse and inclusive approach to partnership may be necessary. The following partnership models are currently under consideration:

- Diocesan Partnerships
- Religious Institutions and Institutes
- Regional Bishops' Conferences
- Parishes and Parish Clusters

For each of these four partnership models, it is further suggested that IPI develop three tiers within each partnership model which allows adjustments to be made for the size, representation, and economic capabilities of each of the partners. While this may create greater complexity in the early years, it will allow for a more sustainable approach to partnerships in the future. Following is a description of each of these partnerships.

Diocesan Partnerships

The VLCFF will continue to offer diocesan partnerships to canonical Roman Catholic dioceses throughout the world. These partnerships will feature the following resources available to partner dioceses:

- Online faith and leadership formation courses for all Catholics within the entire diocese at a per person discount.
- Course design assistance for unique faith formation courses requested by a particular diocese.
- Periodic progress reports on utilization by diocese of courses by individuals.
- CEUs and recordkeeping to support diocesan approaches of certification of catechists and Catholic school teachers.

- Technical support for course and online content delivery.
- Marketing support for course and online content delivery.
- Individualized Zoom consultations to address unique needs for faith formation of participating dioceses.
- The potential for 3 tiers of partnerships to accommodate the size and economic abilities of each diocese. Webinars on emerging issues. Multi-lingual specialized courses on Mary the Mother of Jesus offered by other entities at the University of Dayton with possible certifications.
- Scholarship assistance.

Religious Community and Catholic Institution Partnerships

It is expected that IPI/VLCFF will expand to form a new type of partnership for religious communities of men and women and Catholic institutions throughout the world including lay ecclesial institutes and Catholic professional associations. Eligibility for this type of partnership may be based upon an institution's affiliation with its national religious directory of Catholic institutions. This religious community and Catholic institution partnership will offer the following resources in a three-tiered approach to accommodate the size and economic needs of each participating religious community or Catholic institution:

- Online faith and pastoral leadership formation courses for all members of the institution at a discount.
- Course content designed specifically to assist the religious charism of the religious institution.
- National or regional special advisory panels for intercommunity clusters of different branches of the same religious institution such as the Mercy Sisters, Benedictines, Marianist Sisters or Brothers, etc.
- Webinars on emerging pastoral ecclesial issues.
- Scholarship Assistance.

- The option for a religious community or Catholic institution to place a designer-in-residence at their expense at the Institute for Pastoral Initiatives (VLCFF) to develop special course content for the future formation of its members and affiliates.

Non-U.S. Regional Bishops' Conference Partnerships

These geographically affiliated Bishops' Conferences may constitute a critical mass of participating Catholics which would make a special partnership desirable. The offering for these non-U.S. regional Bishops' Conferences will be the same as those for a typical diocesan partnership:

- Online faith and pastoral leadership formation courses for all Catholics within the entire Regional Bishops' Conference at a per person discount.
- Course design assistance for unique religious formation courses requested by a Regional Bishops' Conference.
- Periodic progress reports on utilization by regional Bishops' Conference of courses by individuals.
- CEUs and recordkeeping to support regional Bishops' Conference approaches to the certification of catechist and Catholic school teachers.
- Technical support for course and online content delivery.
- Marketing support for course and online content delivery.
- Individualized Zoom consultations to address unique needs for religious formation of participating Regional Bishops' Conference.
- The potential for three tiers of partnerships to accommodate the size and economic abilities of each regional Bishops' Conference.
- Webinars on emerging pastoral issues within the region.
- Multi-lingual specialized courses on Mary the Mother of Jesus offered by other entities at the University of Dayton with possible certificates.
- Scholarship assistance.

Parishes/Parish Cluster Partnerships

Throughout the world, dioceses are restructuring their approach to the formation and leadership of parish life. Greater responsibility for supporting catechetical, faith, and pastoral leadership formation needs will continue to occur at the local level (i.e., parish or parish cluster). Consequently, IPI/VLCFF is well positioned to develop individual or parish cluster approaches for partnerships in the future. These partnerships may have a three-tier structure similar in design to the diocesan proposal. Such parish or parish cluster partnership may offer:

- Online faith and pastoral leadership formation courses offerings for all individual and family members at a discount.
- Marketing and technical support for faith formation content.
- CEU recordkeeping to assist in catechetical formation and certification.
- Facilitator development for leading course-related discussion groups.
- Scholarships based upon volume usage.
- Support for Catholic Schools as needed.

These four models of partnership with IPI/VLCFF will require a more detailed deliberation concerning their cost and their delivery method. However, it's likely that by the year 2025 IPI/VLCFF will offer these multiple approaches to partnership to meet the evolving and ever-changing needs of the Church and the proclamation of the Gospel throughout the world.

IPI Staffing Plan

A staffing plan is under consideration in the Dean's Office (2023-25); it will be provided to staff and other stakeholders as information becomes available.

Three-Year Financial Forecast (2023-25)

This process is underway and will be provided to staff and other stakeholders upon its completion.

Strategic Assessment / SWOT Analysis

Key Internal and External Developments in the Last Few Years Impacting the Organizations Direction	Level of Significance (H, M, L)
Changing UD administrative guidelines (hiring, funding, policies)	H
Changing cultural leadership expectations and documents requiring new courses and resources	H
Hierarchical and structural changes within the Church	H
Diocesan fiscal bankruptcies	H
Growth of diverse Hispanic expressions	M
Growth of Arabic speaking services	M
Diminished Catholic identity and emphasis of the University	H
Fiscal health of the university	H
Internal restructure of functions and procedures	H
Changes to a more lay-led university	H, M
Polarization of left and right perspectives in the church	H, M
COVID! COVID! COVID!	L
Multiple moves in 3 years	L

Strengths	Weaknesses/Limitations
National and international reputation	Tendency of staff silo mentality (during COVID)
Talented online facilitators	Not a priority among university technology investments
Asynchronous courses	Need to explain our mandate to the university
Facilitator readiness and training	Triage nature of constant prioritizing needs
Multi-lingual programs (English, Spanish, Arabic)	Utilizing principal of our endowment
Partnership model(s)	Need to build the endowment
Flexible model(s) to serve diverse needs of dioceses	Stricter enforcement of course development contracts
Unique curriculum with inter-cultural competencies	Ability to have course development specialists
Wide range of offerings for diverse participant needs	Lack of available dedicated sales staff
Dedicated grant expertise	General staff capacity limitations
Dedicated IT support	Service offerings to partners (time)
Dedicated course facilitators	Limited marketing budget
Low-cost courses for partner dioceses	
Support of the Marianist Foundation	
Team of IPI leaders and staff	
Recognition and prominence of the founder	
Unique autonomy of operational system	
Focus on the faith formation of people	
Attraction of talented leaders around the world	

External Threats to Effectiveness or Viability	Level of Significance (H, M, L)
U.D. fiscal health challenges	H
Increased pressure from online competitors/weakening prices	H
Diocesan and parish fiscal insolvency	H
U.D. culture of silos and independent work	M-H

Future Opportunities/Recommendations	Level of Significance
Expanded relationship with Religious Studies and other UD Marian entities and the Institute for Pastoral Initiatives	H
Finding new avenues for marketing our courses and resources	H
Increase our presence in the Catholic Spanish speaking world	H
Establish a stronger base in the Arabic speaking world	H
Establish a stronger base in Africa	H
Work with foundations to establish international outreach	H
Increase collaboration with other UD departments	M
Continuing IPI support for various Forums (i.e. Young Catechetical Leaders, Catholic Hispanic Youth Leaders)	H

Future Required Capabilities (knowledge, skill, experience, and services)

- Access to greater fundraising support
- Technology support and development
- Background research expertise in international content resources (i.e. doctoral assistants) Spanish, Arabic, African, etc.
- Appropriate administrative support
- Expanded marketing capacity

Emerging Value Proposition

Catholic in focus, global in vision, the UD Institute for Pastoral Initiatives provides solid faith and pastoral leadership formation to nurture the faith of people and the Kingdom of God.

Notes

A satellite image of Earth from space, showing the Middle East and surrounding regions. The landmasses are brown and tan, and the oceans are dark blue. White clouds are scattered across the scene. The horizon of the Earth is visible in the upper left corner.

Catholic in Tradition, Global in Mission

*This plan was prepared by IPI staff, assisted by
David Ramey, consultant.*

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