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2025 Strategic Planning Worksheets for 2024-2025 Implementation

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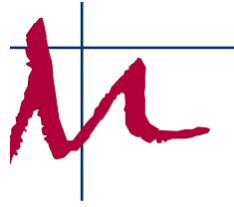
IPI 2025 Strategic Planning Worksheets for 2024-2025 Implementation



University of Dayton

**Institute for Pastoral
Initiatives**

Submitted by
Sister Angela Ann Zukowski, MSHI, D.Min.
Executive Director
in collaboration with the Institute
for Pastoral Initiatives Team
August 2024



Introduction



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**Institute for Pastoral
Initiatives**

The University of Dayton's Institute for Pastoral Initiatives (known as IPI) is a Catholic global ministry, embedded in Marianist mission, charism and values, established 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.

Founded in 1995, IPI continues with online catechetical, lay leadership and faith formation to maintain international Catholic recognition known for its sound Catholic Faith, pastoral sensitivity to emerging Catholic Church issues displaying integrity, stability, and adaptability.

In 2023, IPI created a 2025 Strategic Plan for the immediate future. The following pages are a status report and guide for the coming year's planning process (2024-2025).



**Virtual
Learning
Community**
For Faith Formation

The “**Characteristics of Marianist Education**” articulates the common elements of Marianist educational philosophy and spirit. IPI’s 2025 Strategic Plan identifies and interprets the following five elements that characterize the Marianist approach to education and is reflected in IPI’s services to the Global Catholic Church.

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



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One of the Characteristics of Catholic Marianist Education is ‘to educate for adaption and change.’ Blessed William Chaminade indicated “new times call for new methods.” The Institute for Pastoral Initiatives embraces this characteristic particularly through our Global International Partnerships and Networks. We draw further inspiration from Pope Francis’ *Post-Synodal Exhortation Christus Vivit*. He states:

199. If we journey together, young and old, we can be firmly rooted in the present, and from here, revisit the past and look to the future. To revisit the past in order to learn from history and heal old wounds that at times still trouble us. To look to the future in order to nourish our enthusiasm, cause dreams to emerge, awaken prophecies, and enable hope to blossom. Together, we can learn from one another, warm hearts, inspire minds with the light of the Gospel, and lend new strength to our hands.

200. Roots are not anchors chaining us to past times and preventing us from facing the present and creating something new. Instead, they are a fixed point from which we can grow and meet new challenges. It does us no good “to sit down and long for times past; we must meet our culture with realism and love and fill it with the Gospel. We are sent today to proclaim the Good News of Jesus to a new age. We need to love this time with all its opportunities and risks, its joys and sorrows, its riches and its limits, its successes and failures”.[\[110\]](#)



Institute for Pastoral Initiatives Team

- **IPI Core Team**

- Sr. Angela Ann Zukowski, MSHH, D.Min – Executive Director (*SAAZ*)
- Richard Drabik – Associate Director - VLCFF (*RD*)
- Robert Stewart – Associate Director - IPI Information Systems (*RS*)
- Dr. Dorothy Mensah-Aggrey – Associate Director – IPI English Curriculum (*DMA*)
- Liliana Montoya – Associate Director – IPI Hispanic Initiatives and Curriculum (*LM*)
- Noelle Collis-DeVito – IPI English Curriculum Research Assistant + Persons with Disabilities Programming (*NC-De*)
- Bethany Faile – IPI Digital Media Specialist & Marketing (*BF*)
- Lutfullamin Hashimi– IPI Accounting and Budgeting Analyst (*LH*)
- (The initials after each name are indicators on the Goal Slides for who is the lead agent for a specific initiatives.)



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- **Administrative Assistants for IPI's Essential Operation and Core Team Support**

- Jeaninne Chaffin – General IPI Office Manager/VLCFF Partnership Agreement Processor
- Margaret McCrate – Administrative Assistant for VLCFF
- Cristina Ryan – Administrative Assistant for Hispanic Initiatives
- Evelyn Mojica – Administrative Assistant for VLCFF and Ministry with Persons with Disabilities



Essential Daily Operational Tasks/Ministry

- Implementing the 2025 IPI Strategic Plan
- Planning IPI's 30th and VLCFF's 25th Anniversaries in 2025
- Update/refreshing VLCFF's English/Spanish courses and seminars
- Coordination of the design of new VLCFF courses and seminars related to emerging issues in the Church
- Maintaining VLCFF Diocesan Partnerships via Agreements and Regular Zoom Meetings 2x per year.
- Maintaining VLCFF registrations for Seven Cycles per year (over 5,500 students) + distribution of e-Certificates each cycle (800-1,000 students)
- Maintaining support for VLCFF Students and Facilitators during each of the Seven Cycles per year
- E-mailing at the end of each of the seven cycles student completions reports to VLCFF (Arch)Diocesan Partners.
- Ongoing support for students registered in VLCFF Certificate Programs
- Maintaining/Recording Financial Records/Runway Payment for Facilitators, etc. for VLCFF and various initiative accounts
- Maintaining VLCFF Website and all Social Media required promotional needs
- Exploring new avenues for advancing IPI's Mission and Vision
- Offering workshops and consultant to Catholic Schools & Parishes within the Dayton Region, as well as, on the National level in person, and Zoom.

General Status IPI Facts

- **National Catholic Associations the IPI Team are Members:**

- NALM - National Association of Lay Ministry
- NCPD - National Catholic Persons with Disabilities Association
- NCEA - National Catholic Educational Association
- NCCL - National Community of Catechetical Leaders
- NFCYM - National Federation for Catholic Youth Ministry
- CMA - Catholic Media Association
- CES - Catholic Extension Society

- **Ministry with Persons with Disabilities Initiatives**

- IPI Catechetical Publications - Being Revised 2024-2025
 - Number of Books - English 26 Spanish 10
 - Online Certificate - Level 1 and Level 2 in English
 - New Initiatives are being explored for 2025

- **Additional Initiatives**

- Professional Development Consultant to Holy Angels Catholic School Faith Formation Accreditation Process (2024-2026.)
- Offers lectures and workshops in person and online during the year.
- Annual Summer Hispanic Catechist Formation Program held at Immaculate Conception Parish (Dayton, Ohio).
- Annual Retreat for Hispanic Catholic Youth in the Dayton Region..
- Conversations with Publishers, e.g. Bayard Press, regarding the use of their publications for e-courses.
- Collaboration and Partnership with the Institute for Schools and Parish Development for Courses, Workshops and Seminars.



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Virtual Learning Community for Faith Formation (VLCFF)

- The Virtual Learning Community for Faith Formation (VLCFF) is a global international Catholic Internet distance-learning program in English, Spanish and Arabic to support Catechist, Catholic School Teachers, Lay Catholic leadership and Adult Faith Formation in the Catholic Church. It is **one of the major initiatives** of the Institute for Pastoral Initiatives.

"Given the broad scope of content, the diverse range of adult interests and responsibilities, and the availability of learning resources, no single approach can meet everyone's needs. Consequently, a comprehensive, multi-faceted, and coordinated approach to adult faith formation is necessary." (Our Hearts Were Burning Within Us p. 44)

- **The VLCFF courses are offered in seven (7) cycles per year (2024)**

- Cycle 1: January 15-February 18
- Cycle 2: March 4 – March 24 (3 week e-seminars only)
- Cycle 3: April 8 – May 12
- Cycle 4: May 27 – Jun 30
- Cycle 5: July 15- August 18
- Cycle 6: September 2- October 6
- Cycle 7: October 21- November 23
- **Check out vlcff.udayton.edu for a detailed listing of the number of courses, etc. offered each cycle.**



Example of VLCFF Courses for Cycle 5, 2024

English	Spanish	Arabic
A Vision for Catholic Youth Ministry (YM)	Caminos para conocer el Directorio para la Catequesis	The Holy Trinity (Arabic)
Autism in Faith Formation (SN 4)	Catequesis para la Formación en la Fe	The Torah (Arabic)
Basics of Catechist Formation 1.2: Vocation of the Catechist	Discapacidades en la vida parroquial	
Bereavement Ministry: A Christian Perspective	Diaconado Permanente-Discernimiento en el Llamado	
Bible Basics	Eclesiología: Iglesia, ¿Qué Dices de Ti Misma?	
Catholic Beliefs	Herramientas para el Discernimiento Espiritual	
Catholic Identity and Culture (Sem)	Historia de la Iglesia II	
Christology	Introducción a la Fe Católica	
Church History 2	Introducción a la Liturgia	
Ecclesiology: Beginnings of the Church	Introducción a la Pastoral Misionera	
Images of Jesus	Introducción al Liderazgo para el Ministerio	
Images of Mary (Sem)	La Inteligencia Emocional en la Pastoral	
Introduction to Liturgy	Los Básicos de la Biblia	
Introduction to Pastoral Care	Los Profetas	
Introduction to Practical Morality	María y la espiritualidad un Camino de Santidad	
Introduction to Prayer	Metodología Catequética	
Introduction to Scripture	Nuevo Testamento	
Mary in the Liturgical Life of the Church	Sacramentos	
New Testament	Vocación y Espiritualidad del Líder Cristiano	
Old Testament		
Pastoral Approach to Culture		
Praying With Children		
RCIA: A Process of Conversion, Catechesis and Community		
Roman Catholic Catechesis for Faith Formation		
Sacraments		
Spirituality in Adult Learning and Faith Formation (AFL 6)		
Survey of Catholic Doctrine		
Survey of Catholic Social Teaching		
The Mass		
The Parish Nurse as Counsellor and Spiritual Companion		
Theological Reflection: Key to Connecting Faith and Life (Sem)		
Vocation, Spirituality and Discipleship of Catechists		



VLCFF Status Facts 2024 thru 2025



- **# of VLCFF Diocesan Partners –**
 - **72 Diocesan Partners and 4 Non- Diocesan Partners**
- **# of VLCFF Facilitators = National and International Course Instructors**
 - English - 160
 - Spanish - 50
 - Arabic – 9
 - **Total: 219**
- **# of VLCFF Course Designers = National and International**
 - English - 60
 - Spanish - 30
 - Arabic - 3
 - **Total 93**
- **# of VLCFF Certificate Programs**
 - English – 9
 - Spanish -6
 - Arabic – 1
 - **Total 16**
- **# of VLCFF Students Registrations (See next slide)**

2000-2024 total number of VLCFF student registrations in English, Spanish and Arabic

Year	English	Spanish	Arabic	*Total
Registrations 2000-2023	85723	13932	580	*100,235

The **2023** total student VLCFF registrations = **5624 Students.**

The **2024** student VLCFF registrations goal is set at **6,000 students.**





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The following slides present the five IPI Strategic Goals (A thru F), the Objectives (numbered in black) and current Specific Tasks for implementing the Strategic Goal under the objective (in purple).

The initials following each task represents the IPI Task Leader.

Detailed explanation of IPI 2025 Strategic Goals are found in the primary planning document (ecommons.udayton.edu/ipi_doc/).



Strategic Goal A – Educate the Global Church



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#6. Identify ad-hoc committees to recommend workshops or courses on emerging issues.

English

1. *Catechist ad-hoc Committee (DMA+)*
2. *AFF ad-hoc Committee (DMA+)*
3. *Perm Deacons ad-hoc Committee (RD+)*
4. *Youth Ministry ad hoc Committee (DMA+)*

Spanish

1. *Hispanic Related Programs (LM)*

#5. Develop a more rapid response series on one-time topical issues of relevance to faith formation.

1. *25th Anniversary Webinar AI and Faith Formation (SAAZ/DMA/RS)*
2. *TBD in Fall 2024 (Core Curriculum Committee)*

#1. Increase VLCFF Spanish Course Registrations

1. *Social Media (LM/CR +BF)*
2. *Personal Contacts (LM/CR)*
3. *Catholic Extension Society (LM)*

#2. Increase VLCFF Arabic Courses Registrations.

1. *Tri-annual Zoom Meetings with Bishop Naffah and Marie Sawaya (SAAZ- RS)*
2. *Collaborate with Arch of Toronto to explore a pilot Arabic marketing plan. (SAAZ/RD)*
3. *Collaborate with Apostolic Vicariate of Southern Arabia on English and Spanish VLCFF (SAAZ + Core Curriculum Team)*

#3. Create Zoom listening sessions for partners and facilitators.

1. *Calling five - ten facilitators each month (SAAZ +)*
2. *Calling three- four partners each month (SAAZ+)*

#4. Create short seminars or webinars on current Church/world issues.

1. *Faithful Citizenship in a Polarized World – 3 Part Seminar – Oct 2024 (NC-De)*
2. *TBD (Curriculum Committee – 2025 Series (DMA/NC-De)*
3. *Synodality: Conversations in the Spirit with Caribbean (SAAZ+)*

What is the

- status of each?
- timeframe?

Who is

- Animator?



Strategic Goal B – Provide a Platform of Ministry Formation

#7. Enhance partnerships and online programming For Perm Deacon Formation

English

1. *Post-Deaconate Formation- (RD+)*
2. *Formation for Perm Deacon Wives (RD+)*

Spanish

1. *Deaconate Formation (LM)*

#6. Identify new thematic lay pastoral leadership programs via IPI for addressing emerging trends.

1. *Via NALM (DMA+)*
2. *NCCL (RD +)*

#5. Develop VLCFF Facilitator and Partner Enrichment Seminars.

1. *Beginning in Spring 2025 (RD/SAAZ +)*

#1. Explore and discern alternative types of partnerships

1. *Advance the Conversation – Spring 2025 (SAAZ +)*

#2. Enhance Spanish and Arabic Platforms. Spanish 5% Arabic 3%

1. *Spanish – (LM/CR +)*
2. *Arabic – (RS)*

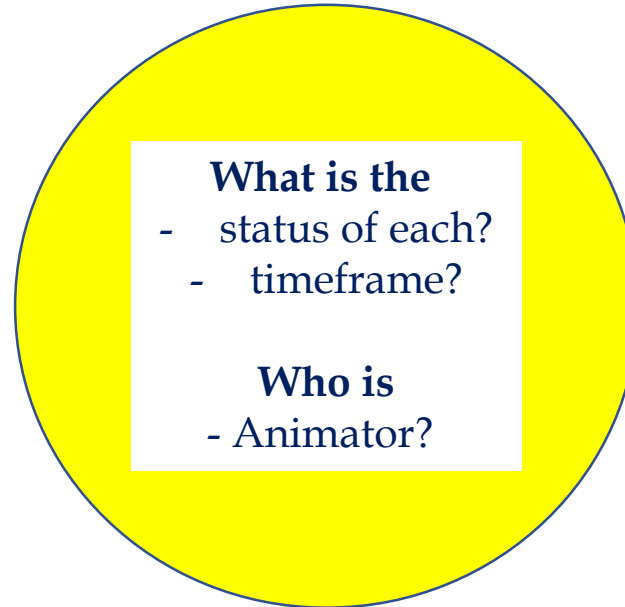
#3. Explore possibilities for French VLCFF

1. *French Africa/Canada – (DMA+)*

#4. Consult with VLCFF Diocesan Partners –

to determine emerging types of lay ministry formation programs.

1. *Core Curriculum Team- English (DMA+)*
2. *Spanish (LM+)*



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



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What is the

- status of each?
- timeframe?

Who is

- Animator?

#1. Engage UD entities for Collaboration

1. *Religious Studies – Catechesis of the Good Shepherd (SAAZ+ JB)*
2. *Religious Studies – New Models of Catechesis (SAAZ +)*
3. *Religious Studies +Arch of Cinci – Video Recording Nov Symposium on the 10th Anniversary of Black Catholics Pastoral Letter (RS/BF)*
4. *IMRI – TBD - DMA*
5. *LTC – Learning Teaching Forum (Fall) (DMA)*
6. *Department of Music – World Choir (DMA)*
7. *UD Collaboration – Dialogue Zone Facilitator Training (NC-De)*
8. *UD Collaboration – Flyers for Life Advisor for Student Group (NC-De)*
9. *UD Collaboration – Inclusive Excellence Academy (NC-De)*

#3. Explore developing common applied pastoral research proposals with select UD entities to enhances pastoral formation in the Church.

1. *TBD Fall 2025*

#2. Enhance regular formal communication with UD Collaborators around Marianist content areas.

1. *Religious Studies (SAAZ)*
2. *IMRI (DMA)*
3. *UD Flyer TV (RS/BF)*



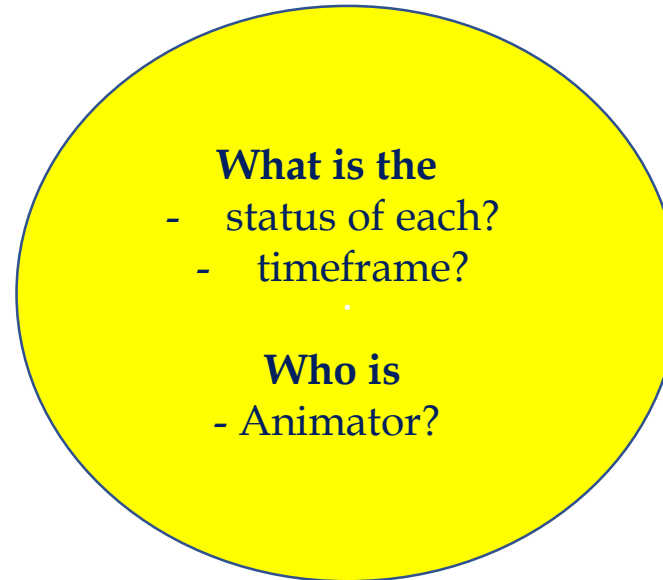
Strategic Goal D – Expand Awareness of IPI Capacity to Address Emerging Issues

#5. Identify means and continue support and advancement of Ministry with Person with Disabilities Faith Formation Program and publications

- English**
1. *DMA / NC-D*
Spanish
2. *LM*

#4. Collaborate with UD's Leadership Institute

1. *In Process – TBD...*
2. *IPI Team Enrolled in the Program*



#1. Engage UD Alumni

Association to communicate IPI/VLCFF
1. *Anita Brothers (SAAZ/RS/BF)*

#2. Co-sponsor applied pastoral research-based webinars/symposia on Emerging Church issues...

1. *TBD Fall 2025*

#3. Determine if onsite annual seminars, programs should return to campus.

1. *Core Curriculum Committee – TBD 2024-2025*

Strategic Goal E – Build our Endowment



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#7. Explore establishing IPI fellowships for supporting and addressing our mission (with financial support)

1. TBD based on finances

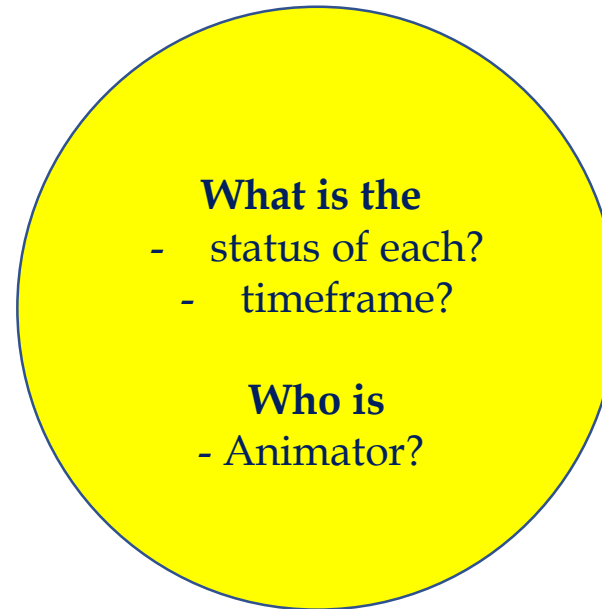
#6. Develop a three-year Financial Strategic Plan
1. LH/SAAZ/CAS (In Process)

#5. Develop a marketing plan for our English, Spanish and Arabic partners with % goals for each year.

- 1. TBD – (RS/BF/RS//SAAZ)*
- 2. TBD – (LM/BF/RS/SAAZ)*

#4. Identify methodologies and sources for increasing income for course registration and partnership fees.

1. TBD – Core Team 2024-2025



#1. Expand grant development in collaboration with UD Advancement
1. CAS (SAAZ, LH +)

#2. Develop ongoing master list of potential international grantors to support Hispanic/Arabic and international VLCFF students.
1. CAS (SAAZ/LH +)

#3. Develop an action plan to expand IPI's fundraising capacity.
1. CAS /Advancement (SAAZ/LH)

Strategic Goal F: Develop Our Staff Professionally



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6. Develop the job description and succession Plan for the next IPI Executive Director.

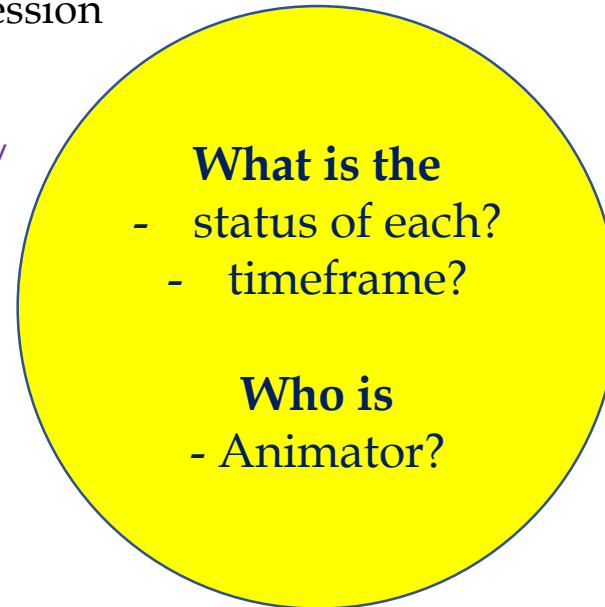
1. In process based upon the current issues/ trends emerging within UD Administration. (CAS Dean and IPI Committee)

5. To explore the development of technology tools to enhance current and future online programs...

1. Evolving (RS +BF)

4. Expand fluency in world languages

1. TBD on an individual bases



1. Encourage and increase staff involvement in national and international professional associations.

1. Ongoing (SAAZ)

2. Encourage staff to participate in UD campus related leadership courses via UD's Leadership Institute:

1. DMA and LM have completed the program.
2. RD is now enrolled in the program. (SAAZ)

3. Identify ongoing annual 'whole team professional development programs

1. August 30th, Professional Development Day (Retreat) at Mt. St. John's - SAAZ
2. Spring Professional Development Day- SAAZ



Inspirational Quotes from Blessed William Chaminade

“I am like a brook that makes no effort to overcome obstacles in its way. All the obstacles can do is hold me up for a while, as a brook is held up; but during that time it grows broader and deeper and after a while it overflows the obstruction and flows along again. This is how I am going to work.”

“It seems to me that we must not become discouraged if we encounter some obstacle in the way of necessary change. Never has change been done and never will it be done without difficulty. With patience we will come to the end of all.”

“Ours is a work, a magnificent work. If it is universal, it is because we are missionaries of Mary, who has said to us, ‘Do whatever he tells you.’ Each one of us has received from the Blessed Virgin a commission to work at the salvation of our brothers and sisters in the world.”

“True missionaries should not count on themselves, their talents, or their industry, but they should put all their confidence in the grace of their mission and the protection of the Blessed Virgin Mary.”
(Blessed William Joseph Chaminade)

