

2017–2020 USCCB Strategic Plan



English Logo



ENCOUNTERING
THE MERCY OF CHRIST AND
ACCOMPANYING
HIS PEOPLE WITH JOY

Spanish Logo



ENCONTRANDO
LA MISERICORDIA DE CRISTO Y
ACOMPañANDO
A SU PUEBLO CON GOZO

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Thematic Framework of the 2017–2020 USCCB Strategic Plan.

What is Christ asking of us as a conference of bishops and as a people of God?

In a time of change, challenge and opportunity, what is Christ asking of us as a conference of bishops and as a people of God? Our response to His call is the result of

more than a year of dialogue, discernment and work by the 16 standing committees, 18 subcommittees and 1 ad hoc committee of the United States Conference of Catholic Bishops (USCCB). This document is not just a report, but an invitation to join the work of the Church at the national level in the United States.

It is also a moment to deepen our own relationship with Jesus and share the resulting hope and joy with the world. As Pope Francis said while meeting the bishops of the United States in September 2015, we now “turn once again to the demanding task – ancient yet ever new – of seeking out the paths we need to take and the spirit with which we need to work.”

Developing a strategic plan for an organization as diverse as our conference is a significant undertaking. The document includes more than 740 individual projects, each comprehensive and complex in their own right. Here again, the words of the Holy Father in September inspire as we “raise fully our gaze, constantly

toward the horizons which God opens before us and which surpass all that we ourselves can foresee or plan.”

In 2006, the members of the USCCB pointed the way to a new model of organizational design for the Episcopal Conference. That model began a transition from a committee-driven Conference to a priority-driven Conference calling for the shared priorities to be implemented through the Committee work. Essential to the implementation of the new model was the creation of a strategic planning process reliant on a pronounced culture of collaboration.

Through this process the mission of the United States Conference of Catholic Bishops comes to life:

- Act collaboratively and consistently on vital issues confronting the Church and society.
- Foster communion with the Church in other nations, within the Church universal, under the leadership of its supreme pastor, the Roman Pontiff.
- Offer appropriate assistance to each bishop in fulfilling his particular ministry in the local Church.

In 2008, the Conference approved its first comprehensive strategic plan. A second planning cycle was undertaken for 2012-2016. The body of bishops recognized that only through coordinated collaboration can we be good stewards of God’s resources and ensure the hope of the Gospel reaches where it is most needed in our society.

Work on the 2017-2020 strategic plan began in November 2014 as the regional meetings of bishops captured recommended priorities. An individual survey was then sent to all bishops and the National Advisory Council was similarly consulted. The USCCB Committee on Priorities and Plans worked to collate the feedback and develop a list of priorities for consideration by the full body of bishops. The priorities were debated, refined and near unanimously approved over the course of two meetings of the General Assembly in June and November 2015. The various Conference committees then set about the task of writing the 2017-2020 strategic plan.

The result is a shared framework bringing together the diverse work of the Conference in the common will of the full body of bishops, guided by the Holy Spirit and grounded in the signs of the times. The goal is to offer a sustained, compelling witness to the power of Christ's love in the world. As we read in the Gospel of Matthew, "Your light must shine before others, that they may see your good deeds and glorify your heavenly Father" (5:16).

What follows, we pray, will chart a path to hope for all people in need of a loving embrace as they face the challenges of the world. Through this work, we will encounter

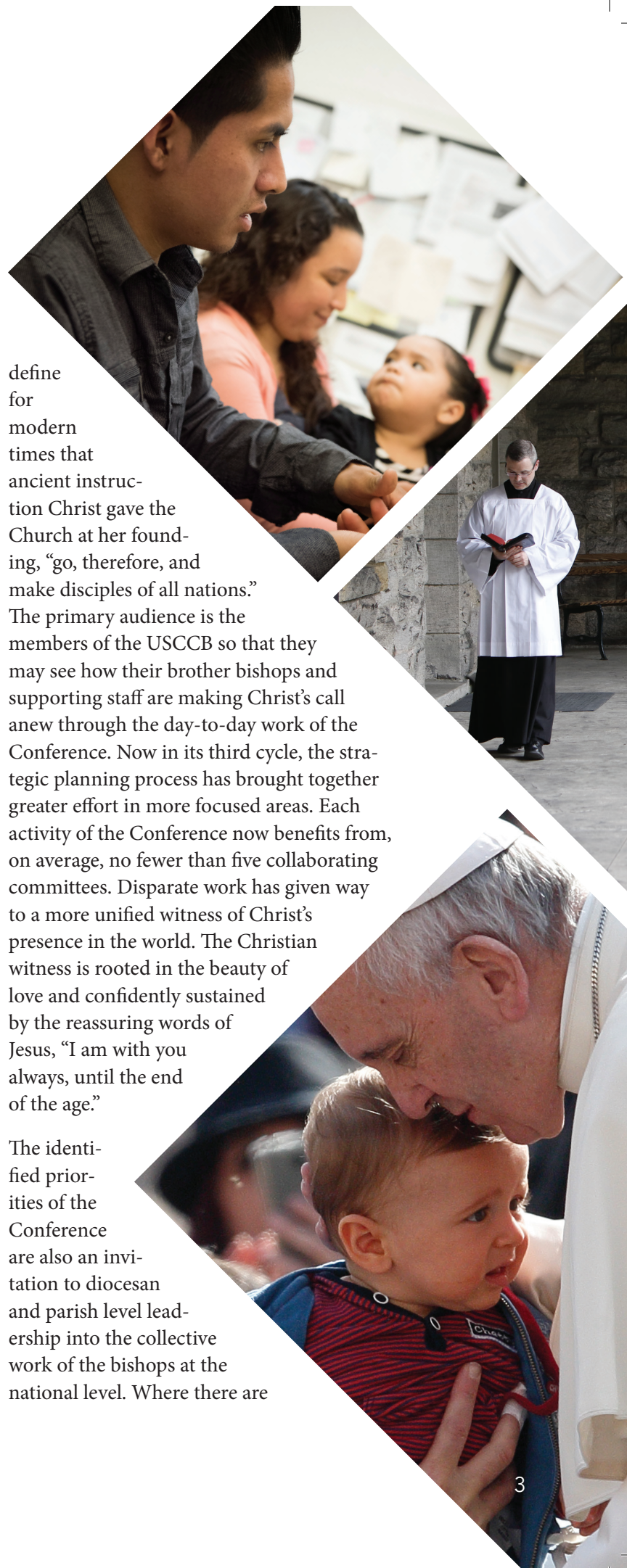
Each activity of the Conference now benefits from, on average, no fewer than five collaborating committees.

our brothers and sisters wherever they may be along life's journey, offer them love and support, and in turn, meet Jesus himself who will fortify each one of us for our own journey back to the house of the Father.

The intent of the 2017-2020 strategic plan is to

define for modern times that ancient instruction Christ gave the Church at her founding, "go, therefore, and make disciples of all nations." The primary audience is the members of the USCCB so that they may see how their brother bishops and supporting staff are making Christ's call anew through the day-to-day work of the Conference. Now in its third cycle, the strategic planning process has brought together greater effort in more focused areas. Each activity of the Conference now benefits from, on average, no fewer than five collaborating committees. Disparate work has given way to a more unified witness of Christ's presence in the world. The Christian witness is rooted in the beauty of love and confidently sustained by the reassuring words of Jesus, "I am with you always, until the end of the age."

The identified priorities of the Conference are also an invitation to diocesan and parish level leadership into the collective work of the bishops at the national level. Where there are

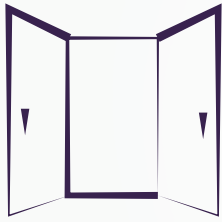


opportunities at all levels of the Church to work together, the strategic plan will truly find its deepest meaning. So too, the identified priorities are an invitation to the broader people of God, whose generosity and prayer give lifeblood to the apostolic life of the Conference and the Church. We joyfully labor together in the Lord's vineyard, each with our diverse talents and unique situations, joining to form the one body of Christ. The fruits of our labor we offer to nurture the spiritual and physical needs of our brothers and sisters.

Where can we be most effective in bringing hope where it is most needed? The bishops identified five strategic priorities, each with specific emphasis areas to further help refine operational planning. Moving forward, these priorities will guide the bulk of the Conference's work:



Five Strategic Priorities



Evangelization to open wide the doors to Christ through missionary discipleship.

Marriage and Family Life to encourage and heal all families.



Human Life and Dignity to uphold the sanctity of life from conception to natural death with a special concern for the poor and vulnerable.



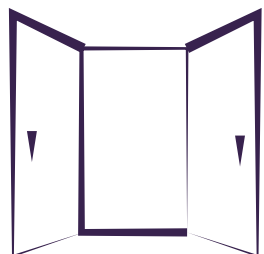
Vocations to nurture the call to the priesthood and consecrated life.

Religious Freedom

to promote and defend the freedom to serve, witness and worship in the United States and abroad.

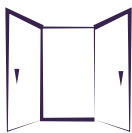


Strategic Priorities with Emphasis Areas



Evangelization

Open wide the doors to Christ through missionary discipleship and personal encounter



Go into all communities with the message of eternal salvation to awaken all God's people through a personal encounter and relationship with Jesus. This call to discipleship should be addressed particularly to the marginalized and those most in need of Christ's merciful love.



Inspire youth and young adults

to enter into the joy of a sacramental relationship with Christ.



Rekindle the fire of Christ's mercy, reconciliation, and healing among those who no longer attend or have left the Church.



Foster personal commitment

among Catholics to faithful weekly participation in the celebration of the source and summit of our faith, the holy Eucharist.



Family and Marriage

Encourage and heal families; inspire Catholics to embrace the Sacrament of Matrimony



Make the advancement of healthy family life a central strategy for combatting poverty and for the promotion of social justice with special attention to the homeless, the poor, and immigrants.



Reach out and accompany

struggling or broken families with the mercy and healing power of Christ.



Invite and form Catholic youth and young adults to embrace the vocation of lifelong, sacramental marriage.



Provide meaningful, lifelong formation

for those who have entered into or seek the Sacrament of Marriage.



Enrich the Christian family, the domestic Church, and through it encourage the universal call to holiness.



Human Life and Dignity

Uphold the sanctity of human life from conception to natural death with special concern for the poor and vulnerable



Form joyful disciples willing to proclaim in the public square the sanctity of human life and firmly reject the throwaway culture of abortion, euthanasia, and physician-assisted suicide.



Work to eliminate the darkness caused by neglect, poverty, racism, and addictions including pornography.



Continue to provide healing for victims and ensure that safe environments are provided for children and young people through education, screening, accountability, and the ongoing promotion of public awareness regarding the scourge of sexual abuse throughout society.



Study and apply the principles of Catholic social teaching in service to all our brothers and sisters, with special emphasis on advocacy for the poor, disenfranchised, immigrants, and refugees.



Joyfully invite the imprisoned, disenfranchised, and neglected into the full life of the Church.



Teach and advocate about integral ecology, emphasizing environmental degradation and its impact on the lives of the most vulnerable.

Vocations and Ongoing Formation



Encourage vocations to the priesthood and consecrated life, and provide meaningful ongoing formation to clergy, religious, and lay ministers



Assist dioceses and eparchies, parishes, and families to develop a “culture of vocations” for the promotion of vocations to the priesthood, diaconate, and consecrated life.



Provide ongoing formation to enhance effective communication among all priests, deacons, religious, and lay ministers.



Renew awareness of the importance of a life rooted in prayer as central to the call to ministry.

Religious Freedom



Promote and defend the freedom to serve, witness, and worship in the U.S. and abroad



Defend the freedom to live by our faith and have the courage to boldly proclaim Christ in the public square.



Advocate for and assist the global Christian faithful who, without the guarantee of religious liberty, are suffering persecution and martyrdom for living their faith.



Proclaim the teaching of the Church on religious freedom.



Build a religious freedom movement within and beyond the Catholic community.

Highlights of the USCCB Strategic Plan

Each of the five priorities has its own spirit—its own call to make the world a place of missionary discipleship. What follows here is a snapshot of the diverse USCCB activities that support the priorities, both in spirit and in action.

It is worth noting that although our activities are customarily *managed* and *budgeted* by individual committees, subcommittees, and departments, the Strategic Plan requires that we do two things: (1) work collaboratively across divides and (2) ensure that our work—even when accomplished within a single unit—is supportive of the strategic priorities, as much as possible.

This is not meant to be an exhaustive list but merely illustrative of the USCCB's breadth and depth of commitment to the Strategic Plan. For a comprehensive view into Conference activities, please consult the Catalog of Operational Plans provided as an accompanying document to this one.

First we present a synopsis of two major activities planned to take place in the 2017-20 USCCB Strategic Plan.

The Joy of the Gospel in America: A National Convocation of Catholic Leaders.

In July 2017, the USCCB Committees on International Justice and Peace; Pro-Life Activities; Domestic Justice and Human Development; Ad Hoc Committee for Religious Liberty; Evangelization and Catechesis; and Laity, Marriage, Family Life and Youth will jointly host *The Joy of the Gospel in America: A National Convocation of Catholic Leaders* in Orlando, Florida.

This conference, or “Convocation,” will be the venue for an unprecedented gathering of key leaders from dioceses and Catholic organizations from all across the United States, brought together in order to assess the challenges and opportunities of the Church in the United States, and engage in a strategic conversation under the leadership of the bishops.

Inspired by *Evangelii Gaudium*, informed by new research, communications strategies and proven models, the desired outcome of the Convocation is to form missionary disciples who are equipped and re-energized to share the Gospel, to act on Christ's command to ‘go out and make disciples of all.’ The convocation will include Catholic organizations, movements and apostolates, missions, religious institutes, agencies and institutions as key collaborators in this fundamental conversation with bishops.

Staff at the USCCB have prepared a brief and informal video that communicates the vision of the Convocation which can be accessed through the following link: www.usccb.org/convocation.



July 1–4, 2017
Convocation
of Catholic Leaders
The Joy of the Gospel in America



V Encuentro on Hispanic Latino Ministry

The **V Encuentro** is a four year-long process, sponsored by the Cultural Diversity Committee/Subcommittee for Hispanic Affairs, which organizes and resources the basis for ecclesial reflection and action among all Catholics in the United States in the spirit of the New Evangelization. It begins at the grass-roots level and calls for the development of resources and initiatives to better serve the fast-growing Hispanic population in our dioceses, parishes, ecclesial movements, Catholic organizations and institutions.

Theme:

- **Overall:** 'Missionary Disciples: Witnesses of God's Love'
- **Individual:** Individual themes of the five-week evangelization process and consultation (inspired by Pope Francis' call to create a culture of Encounter, *The Joy of the Gospel* #24):
 1. Called to a loving encounter with Jesus
 2. With words and actions: Do it!
 3. Walking together with Jesus
 4. Bearing fruits of new life
 5. Celebrating the joy of being missionary disciples

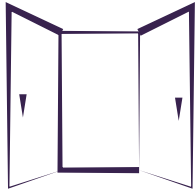
Participants: All leaders in arch/dioceses, parishes, lay ecclesial movements and Catholic organizations and institutions, as they are called to encounter Hispanic/Latino Catholics, with special emphasis on those living in the periphery of our society through missionary outreach, evangelization and consultation.

Goal: To discern ways in which the Catholic Church in the United States can better respond to the Hispanic/Latino presence, and to strengthen the ways in which Hispanics/Latinos respond to the call to the New Evangelization as missionary disciples serving the universal Church.

Timeline:

- **2017:** Evangelization and consultation; Parish *Encuentros*; Arch/Diocesan *Encuentros*
- **2018:** Episcopal region *Encuentros* from January to June, with the national level **V Encuentro** taking place from Sept 20-23 in Grapevine, TX
- **2019:** Evaluation and reflection on the **V Encuentro's** evangelizing and consultative process; development and distribution of proceedings and other resources
- **2020:** Continuing the Mission in episcopal regions, arch/dioceses, parishes, Catholic organization and institutions to truly and actively implement **V Encuentro** recommendations

Please access the following link for additional details on **V Encuentro**: <http://vencuentro.org/>.



Evangelization

Each Christian and every community must discern the path that the Lord points out, but all of us are asked to obey his call to go forth from our own comfort zone in order to reach all the “peripheries” in need of the light of the Gospel.

—Pope Francis, *Evangelii Gaudium*, no. 20

The spirit of evangelization—bringing the Good News of Jesus into every human situation—is *to go forth*. Its movement is outward, spreading from the center that is Christ to the furthest reaches of our human world. USCCB activities that embody this outbound spirit of conversion include Divine Worship’s revisions to the *Guidelines for the Celebration of the Sacraments with Persons with Disabilities*, as well as Catholic Education’s work in campus ministry, inspiring youth with the joy of a sacramental life. Evangelization embodies Pro-Life’s *Call to Prayer* and *Nine Days for Life*, reaching out to the Catholic faithful in a national call to respect life. The visits to troubled areas of the world by International Justice and Peace are literal journeys outward, bringing the holiness of our mission to some of the most challenging places on earth. The upcoming planning guide for evangelization—which will include the work of six committees in addition to Evangelization and Catechesis—will provide diocesan and parish staff with best practices and guiding principles for discipleship formation. Likewise, the pastoral projects of National Collections, whether at home or abroad, foster an active, joyful life of faith among the Catholic faithful worldwide.

Thirteen committees/subcommittees have plans to directly support the Evangelization strategic priority, including 93 planned activities.

The Church which “goes forth” is a community of missionary disciples who take the first step, who are involved and supportive, who bear fruit and rejoice.

—Pope Francis, *Evangelii Gaudium*, no. 24



Family and Marriage

The family is indeed sacred: it is the place in which life—the gift of God—can be properly welcomed and protected against the many attacks to which it is exposed, and can develop in accordance with what constitutes authentic human growth.

—St. John Paul II, *Centesimus Annus*, no. 39

The spirit of this strategic priority is love and mercy. The USCCB commitment to the sacrament of marriage and the essential role of the human family spans our departments and activities. Some are more explicitly supportive of this strategic priority, such as the upcoming national

pastoral plan on marriage and family life. Others—such as Domestic Social Development’s focus on restorative justice, as well as their critical linking of poverty and family stability—are no less informed by the Conference’s support of this strategic priority. Policy work by Migration and Refugee Services in opposing anti-refugee legislation is designed to protect the families of the least among us. The Catholic Campaign for Human Development’s activities in support of housing for lower-income families, as well as the devastating impact of mass incarceration, will encourage and heal families across our dioceses. Cultural Diversity’s work to implement *Amoris Laetitia* in diverse families will enrich the domestic Church in all its human variety.

Ten committees/subcommittees have plans to directly support the Family and Marriage strategic priority, including 47 planned activities.

All family life is a “shepherding” in mercy. Each of us, by our love and care, leaves a mark on the life of others.

—Pope Francis, *Amoris Laetitia*, no. 322



Human Life and Dignity

Underlying the principle of the common good is respect for the human person as such, endowed with basic and inalienable rights ordered to his or her integral development.

—Pope Francis, *Laudato Si'*, no. 157

The spirit of the human life and dignity priority spans human life from conception to natural death, and it is uncompromising in its joyful solidarity. USCCB activities to uphold the sanctity of life include outreach on the issue of physician-assisted suicide, which continues to threaten human rights and medical ethics. Post-abortion reconciliation and healing—so badly needed in these times—will continue through the work of Project Rachel. At the same time, anti-trafficking initiatives by Migration and Refugee Services work to eliminate the darkness of modern slavery. The work of Child and Youth Protection continues to provide healing and ensure safe environments so that our Church is a light unto the world. A pastoral letter on race relations is being developed for the 50th anniversary of the assassination of Dr. Martin Luther King, Jr., while rural poverty initiatives, engagement with Congress on human life issues, and work for immigration reform further apply the principles of Catholic social teaching.

Fourteen committees/subcommittees have plans to directly support the Human Life and Dignity strategic priority, including 170 planned activities

A human being is always sacred and inviolable, in any situation and at every stage of development.

—Pope Francis, *Evangelii Gaudium*, no. 213



Vocations and Ongoing Formation

Jesus wants evangelizers who proclaim the good news not only with words, but above all by a life transfigured by God's presence.

—Pope Francis, *Evangelii Gaudium*, no. 259

This strategic priority is primarily designed to encourage vocations to the priesthood and religious life. It also supports ongoing formation of deacons and lay leaders. Through surveys, digital engagement, dialogue, and consultation, USCCB activities in support of this priority will lay the groundwork for a “culture of vocations.” Beyond the ongoing efforts of Clergy, Consecrated Life and Vocations, the Committee on Cultural Diversity consists of five subcommittees with specific targets to increase vocations to the priesthood and religious life. Likewise, the USCCB Communications Department will include several targeted activities that will share invitations to religious vocations, including Catholic News Service, Public Affairs, and Creative Services, all with the specific goal of increasing vocations.

Eleven committees/subcommittees have plans to directly support the Vocations and Ongoing Formation strategic priority, including 79 planned activities.

A vocation flows from the heart of God and blossoms in the good soil of faithful people, in the experience of fraternal love.

—Pope Francis, 2014 World Day of Prayer for Vocations



Religious Freedom

No one can demand that religion should be relegated to the inner sanctum of personal life, without influence on societal and national life, without concern for the soundness of civil institutions, without a right to offer an opinion on events affecting society.

—Pope Francis, *Evangelii Gaudium*, no. 183

The freedom to serve, witness, and worship—both here in the United States and abroad—is another important strategic priority. It spans USCCB committees and departments to proclaim and defend the Church's teaching on religious freedom. Advocacy work includes both international and domestic partnerships to protect the persecuted, as well as safeguard the freedom to serve according to conscience formation. Annual campaigns, especially the Fortnight for Freedom, draw together various departments in collaboration. Education and outreach not exclusively to the Catholic faithful aim to build a religious freedom movement across faiths.

Nine committees/subcommittees have plans to directly support the Religious Freedom strategic priority, including 70 planned activities.

Religious liberty, by its nature, transcends places of worship and the private sphere of individuals and families.

—Pope Francis, Address at Independence Mall

USCCB Bishop's Reference Guide for the 2017–2020 USCCB Strategic Plan.

Encountering the Mercy of Christ and Accompanying His People in Joy

Purpose

The 'Bishop's Strategic Plan Reference Guide' is intended to provide Bishops with an executive level explanation of the background, process and content of the 2017-20 USCCB Strategic Plan. A more detailed Catalog of Operational Plans from each Committee, Subcommittee, Ad Hoc Committee, Secretariat and Department is available to allow additional study of the 2017-2020 USCCB Strategic Plan.

Conference Mission

The USCCB ultimately exists to fulfill the Gospel mandate received from the Lord Jesus Christ himself to, "Go, therefore, and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, teaching them to observe all that I have commanded you" (Mt 28:19-20).

The Mission of the USCCB follows from it, calling it to work to achieve three key areas of responsibility:

- To act collaboratively and consistently on vital issues confronting the Church and society
- To foster communion with the Church in other nations, within the Church

universal, under the leadership of its supreme pastor, the Roman Pontiff

- To offer appropriate assistance to each bishop in fulfilling his particular ministry in the local Church

The Strategic Plan is the tool (*way*) the Conference has chosen to accomplish the mission and achieve the desired *ends*—forming Disciples of Christ our Lord, through application of USCCB resources (*means*).

Background of the USCCB Strategic Plan

In 2006, the USCCB adopted a 'strategic planning approach' and a new organizational structure to enable it to better accomplish its mission. The organizational design arose from a thorough, multi-year study conducted by a special 'Task Force on Activities and Resources.' The Conference overwhelmingly accepted the recommendations of this Task Force and authorized the implementation of the reorganization of the USCCB. A principal feature that spanned and undergirded all of the Task Force's recommendations was a strategic, intentional emphasis on priorities, namely, that the Conference transition from a committee-driven Conference to a priority-driven Conference that operates by Committee. Essential to the implementation of the new model was the implementation of a strategic plan reliant on a pronounced culture of collaboration. The body of bishops recognized that successful implementation of this model, along with the recommendations of the Task Force, would not take place over night. And so, the reorganization took

place from 2006 to 2008 and led to the first comprehensive, Conference-wide strategic plan from 2008-2012, which was followed by the 2013-16 Strategic Plan. Now the Conference is called on to review and approve its third strategic plan: **The USCCB 2017-20 Strategic Plan.**

The USCCB Strategic Plan.

The USCCB Strategic Plan relies intentionally upon the Committees of the USCCB to develop an explicit strategic plan approved by the body of bishops. This intentional focus actively avoids a “silo approach” or a segmented modular model of Committee work and favors a collaborative model in service to the body of bishops. The USCCB Strategic Plan exists to serve the mission of evangelization entrusted in a particular way to each bishop; it is the tool the US Bishops rely upon to prioritize, organize, optimize and resource good works which will allow the Conference to fulfill its mission

The USCCB Strategic Plan is, then, the way the Conference has chosen to spread the Gospel of Christ, through the power of the Holy Spirit, refined to accommodate real world challenges in each planning cycle through the USCCB mandates and strategic priorities, and accomplished on the ground in the world through ‘works’ included in the USCCB Strategic Plan.

Epistle of James:

¹⁸Indeed someone may say, “You have faith and I have works.” Demonstrate your faith to me without works, and I will demonstrate my faith to you from my works.

²⁶For just as a body without a spirit is dead, so also faith without works is dead.

USCCB Organizational Structure.

To perform the ‘works’ in the Strategic Plan, the USCCB is organized into 16 Standing Committees, 18 Subcommittees, one Ad Hoc Committee and supporting secretariats and departments. The focus of each Committee and Subcommittee is governed by a mandate approved by the full Conference. Figure I below provides a graphic “Mosaic” listing each USCCB Standing Committee and Ad Hoc Committee. Figure II provides the same for USCCB Subcommittees, identifying also each Subcommittee’s ‘parent Committee’ in parenthesis.

Figure I. USCCB Standing Committees and Ad Hoc Committee



**Figure II. USCCB
Subcommittees (Parent
Committee)**



USCCB Strategic Plan Development.

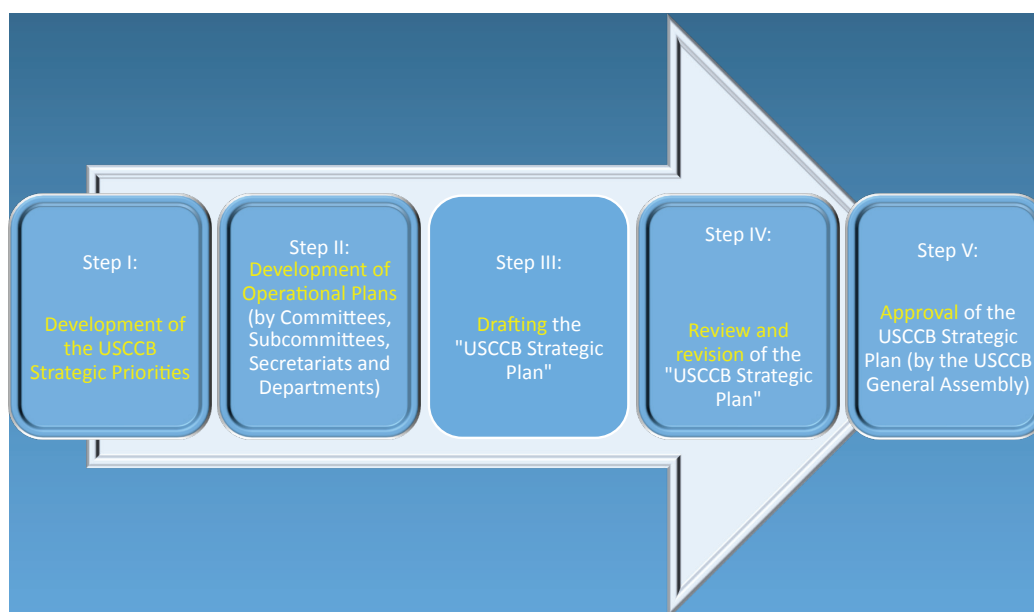
The Conference directly guides, oversees and approves the development and implementation of each USCCB Strategic Plan. Each four year strategic plan is preceded by two years of detailed preparation, or 'plan development' to complete the five major steps of the plan development process: 1) development and promulgation of USCCB strategic priorities; 2) Development of Operational Plans; 3) Drafting of the USCCB Strategic Plan; 3) Review and revision of the USCCB Strategic Plan; and 5) Approval of the USCCB Strategic Plan. Figure III. below provides a graphic depiction of the five step Strategic Plan Development Process.

The foundational building block of the USCCB Strategic Plan is the "operational plan." The Operational plan is a Committee,

Subcommittee, Secretariat or Department document containing a detailed listing of planning objectives, planned activities, timing, resource estimates and other pertinent information for the full four year planning cycle. The operational plan requires the submitting Committee, Subcommittee, Secretariat or Department to connect its planning objectives and planned activities to the Conference strategic priorities, emphasis areas, and/or mandates. The resource estimates in the operational plan help ensure planned activities are realistically affordable within available resources.

The finished USCCB Strategic Plan is the amalgamation of all 40 Committee, Subcommittee, Secretariat and Department operational plans. Once approved by the full General Assembly, the USCCB Strategic Plan consisting of all operational plans combined, becomes the detailed schedule of Conference works, a veritable 'symphony' of activities

Figure III. The Five Step USCCB Strategic Plan Development Process



which will take place over the four year planning cycle. In this way the Conference achieves its Mission, Strategic Priorities and Mandates, through the works of the Conference organizational structure and made possible by use of available resources. The Strategic Plan is the tool the Conference has chosen to fulfill its mission ‘among the sheep’ and ‘to the peripheries’ on the ground in our world.

The USCCB Strategic Plan is ultimately the pastoral tool the Conference uses to spread the Gospel of Christ and achieve its mission to:

- Act collaboratively and consistently on vital issues confronting the Church and society
- Foster communion with the Church in other nations, within the Church universal, under the leadership of its supreme pastor, the Roman Pontiff; and
- Offer appropriate assistance to each bishop in fulfilling his particular ministry in the local Church

Resourcing of the USCCB Strategic Plan

Each Operational Plan, submitted by all USCCB Committees, Ad Hoc Committee, Subcommittees, Secretariats and Departments, includes an estimate of resource requirements to support its planning objectives and planned activities. Importantly, the resource estimates in this strategic plan are provided by subject matter experts, but are not at this point technically synchronized with the USCCB Finance and Accounting Budget or Human Resources tracking systems. This fact will be addressed, and hopefully remedied, over the period of the current Strategic Plan. Of equal importance is the fact that the source of funding for each and every planned activity is likewise included in the Operational Plan.

Funding Sources

A review of all operational plans reveals the following about funding sources for planned activities in the USCCB 2017-20 Strategic Plan:

- **Internally Funded Activities**

89 percent (658) of planned activities included in the 2017-20 Strategic Plan will be funded through organic USCCB resources, primarily by either the USCCB General Fund or a National Collection.

- **Externally Funded Activities**

11 percent (84) of planned activities included in the Strategic Plan will be fully or partially resourced by non-USCCB external funding sources, including the Federal Government, Knights of Columbus, Knights of Malta, Catholic Relief Service, grants, participant fees and/or Diocesan contributions

Resourcing Norms

In light of the above information on activity funding, it is important to reinforce the established Conference resourcing norms for activities approved in the Strategic Plan. To this end, the following three resourcing norms are provided:

- **Basic Resourcing Guidance**

Resource estimates are included as a part of each Committee, Subcommittee and Department operational plan to ensure planned objectives and activities will be executable within available resources. An unforeseen request for additional resources to accommodate plan execution would be considered in light of USCCB resource constraints and in

accordance with the normal, established USCCB request for exception process and timelines.

- **Internally Funded Activities**

Planned activities funded by the USCCB General Fund or other internal sources are approved with the approval of the Strategic Plan by the General Assembly

- **Externally Funded Activities**

Planned activities funded, either in part or in full, by sources external to the USCCB are approved contingent upon the receipt of the external funding.

Possibility of Organizational Changes Within the Planning Cycle

The Conference could decide on organizational changes after the November 2017 approval of the USCCB 2017-20 Strategic Plan. If such changes were decided upon, they would almost certainly alter the planned implementation of the previously approved Strategic Plan. Two examples of such an organizational change include: 1) A change to the status of a Committee/Sub-Committee from temporary to permanent; or 2) Change to the status of a Committee from Ad Hoc to Standing. It is therefore prudent to establish norms to deal with such a decision.

Suggested Norms

With this in mind, the following ‘norm’ is suggested to accommodate such possibilities:

“When organizational changes are made within a strategic planning cycle, causing de facto

changes to the strategic plan, the ramifications of the change to the strategic plan will be considered and appropriate accommodations made and approved in conjunction with the organizational change process. When such circumstances arise, required adjustments will be documented, deliberated upon, and approved in accordance with USCCB Bylaws and Statutes.”

Statistical Analysis of the 2017-20 USCCB Strategic Plan

Introduction

The 2017-20 USCCB Strategic Plan is the tool chosen by the Conference to manifest its mission by harnessing its organization, talents and resources through Committee mandates and the 2017-20 Strategic Priorities. This statistical analysis of the USCCB 2017-20 Strategic Plan is conducted through several tables and one chart below to help inform the USCCB of the magnitude and alignment of effort present within the USCCB 2017-20 Strategic Plan.

Following the two year-long plan development effort by the full USCCB and its Committees, Ad Hoc Committees, Subcommittees, Secretariats and Departments, this analysis indicates that the resulting Strategic Plan will reflect the will and guidance of the Bishops. Its content will empower the Conference to fulfill its mission and achieve measurable progress in attainment of mandates and the five USCCB Strategic Priorities over the four year planning cycle.

The source of the information for this statistical analysis is the USCCB planning database, which contains details of

the 40 operational plans submitted by a USCCB Committee, Ad Hoc Committee, Subcommittee, Secretariat and/or Department. These ‘details’ include planning objectives (which support USCCB-approved mandates and/or strategic priorities); planned activities (to fulfill the desired outcome of the planning objectives); and activity ‘occurrences’ which account for activities which take place more than once.

To ensure proper understanding, it is important to define the parameters used in the analysis, which include planning ‘objectives,’ ‘activities,’ and ‘occurrences.’ These three terms are defined as follows:

- An “*objective*” is a desired outcome intended to support a mandate, strategic priority or both.

- An “*activity*” is an event scheduled to take place one or more times, to support an objective (or desired outcome).
- An “*occurrence*” is the term used to account for activities scheduled to ‘occur’ more than once over the four year planning cycle (for example, an activity scheduled to take place annually in the four year plan would be one activity but four occurrences).

Analysis

This statistical analysis, conducted through the charts, tables and accompanying explanations below, is included to help illustrate the strategic plan’s alignment with USCCB guidance and the magnitude of the effort.

Table XX. Numerical Summary of Key Parameters of the 2017-20 USCCB Strategic Plan

The analysis begins with the numerical summary of the overall content of the 2017-20 USCCB Strategic Plan provided in Table XX below. This list of key parameters of the

Strategic Plan is intended to help Bishops grasp the magnitude of effort within the 2017-20 Strategic Plan, and by extension its promise to fulfill the USCCB mission.

USCCB Strategic Priorities	5
Amplifying USCCB Emphasis Areas	22
USCCB Operational Plans submitted by USCCB Committees, Subcommittees, Secretariats and Departments	40
Overall Number of USCCB Planning Objectives	194
Overall Number of Planned Activities	742
Number of Days in the 2017-20 Planning Cycle	1,461
Overall Number of planned activity ‘occurrences’ over the 4-year planning cycle (an average of almost 5 activities taking place each day of the 4-year planning cycle)	7,449
Number of estimated Staff Hours supporting the 2017-20 Strategic Plan	1,395,775
Table XX. Numerical Summary	

Table XY. Objectives, Activities and Occurrences designated to support the five Strategic Priorities in the 2017-20 Strategic Plan

Table XY below depicts the alignment of effort within the 2017-20 USCCB Strategic Plan with USCCB guidance by showing the

Conference-wide number of planned objectives, activities and occurrences to support the five 2017-20 USCCB Strategic Priorities.

STRATEGIC PRIORITY	NUMBER OF PLANNING OBJECTIVES	NUMBER OF PLANNED ACTIVITIES	NUMBER OF PLANNED OCCURRENCES
HUMAN LIFE AND DIGNITY	35	170	1757
RELIGIOUS FREEDOM	15	70	715
EVANGELIZATION	29	93	768
VOCATIONS AND ONGOING FORMATION	28	79	524
FAMILY AND MARRIAGE	12	47	402
2017-20 STRATEGIC PRIORITIES TOTAL	119	459	4166
Table XY. Support for the USCCB Strategic Priorities			

Table XZ. Objectives, Activities and Occurrences designated to support Mandates and Strategic Priorities in the 2017-20 Strategic Plan

Building on Table XY above, Table XZ below shows the Conference-wide distribution of objectives, activities, occurrences and combined overall effort in support of approved mandates as well as the five 2017-20

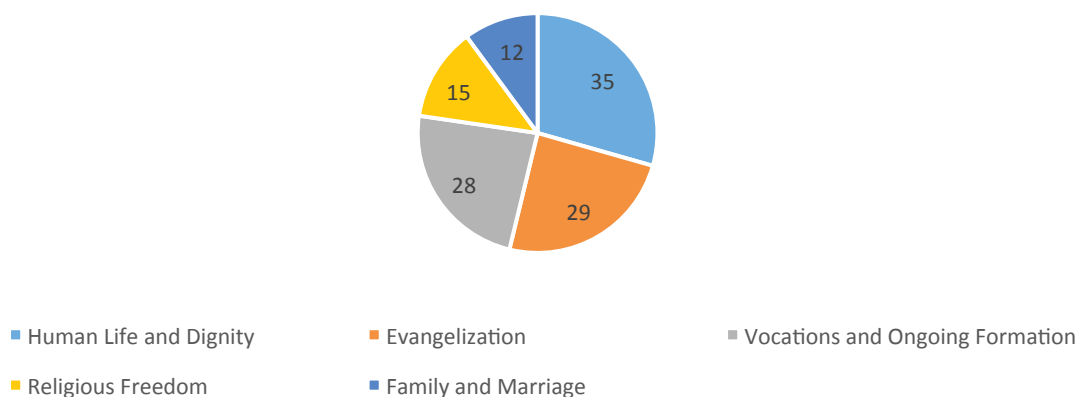
USCCB Strategic Priorities. Overall, about 40% of planned effort is designated to support USCCB-approved mandates, with the remaining 60% designated to support the strategic priorities.

	# PLANNING OBJECTIVES	# PLANNED ACTIVITIES	#PLANNED OCCURRENCES	PERCENT OF OVERALL EFFORT
COMMITTEE AND SUBCOMMITTEE MANDATES	75	283	3283	40%
2017-20 STRATEGIC PRIORITIES	119	459	4166	60%
Total	194	742	7449	100%
Table XZ. Support for Strategic Priorities and Committee Mandates				

Chart I. Number of Planning Objectives supporting the USCCB Strategic Priorities

The final entry in the statistical analysis, Chart I below, provides a graphic presentation of the Conference-wide distribution of

planning objectives among the five USCCB Strategic priorities.



Conclusion

It is our sincere hope that this brief statistical analysis helped illustrate the alignment, magnitude and promise of the 2017-20 strategic plan. This numerical representation captures the fruit of two years of earnest work among all USCCB Committees, Subcommittees, Ad Hoc Committee, Secretariats and Departments to fulfill the USCCB Mission through the bishops' enduring guidance—committee and subcommittee mandates—and cycle-specific guidance—the USCCB strategic priorities. The analysis also provides insight into the magnitude of the pastoral plan, its alignment with USCCB guidance, and the distribution of effort among the areas of that guidance.

NOTE: The Catalog of Operational Plans of the 2017-20 USCCB Strategic Plan (separate document) provides additional information for those who are inclined to study more deeply the details of the 2017-20 USCCB Strategic Plan.