

Our Call to Holiness



*Diocese of Oakland
5-Year Pastoral Plan
2008-2013*

2007 Diocesan Pastoral Council Task Force for Pastoral Plan

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Diocese of Oakland

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Dear Brothers and Sisters in Christ,

The work of the Diocesan Pastoral Council over 2006-2007 as it labored to update our Diocesan Pastoral Plan has moved forward with remarkable success. The new plan, “Our Call to Holiness,” has come to fruition as people throughout the diocese, prayed, reflected, and discussed the challenges presently facing the Catholic Church in Alameda and Contra Costa counties. We hope that we have heard you, as members from your parish gathered at regional meetings, responded to the task forces, or offered written comments.

As I stated back in March 2007, we want the revised plan to build on the work of the past. We realize that “Our Call to Holiness” does not include every ministry in the diocese, but rather focuses on those pastoral areas to which we would like to give particular emphasis in the next three to five years. (It also doesn’t address other plans in place for the Cathedral of Christ the Light, the Pope John Paul II High School, our urban elementary schools, or the clergy abuse response including safe environments for children.) With ongoing communication and status reviews on our implementation, I believe this plan will carry us into the future and help all of us to answer our call to holiness, a call which the Second Vatican Council underscored as universal.

As you read the plan you will note that it stresses faith formation, sacramental renewal, youth, pastoral leadership, and stewardship. It is my intention to assist parishes in advancing these goals. In some cases this will mean a refocusing of priorities. I am hopeful that each parish will look at the plan and consider how it can collaborate with other parishes and diocesan staff in bringing about the objectives and action plans. By 2013, with the help of God’s grace, we look to see the Church farther along the path of renewal charted for us by the Second Vatican Council -- a community of faithful disciples of Jesus Christ, sharing His light with all peoples. Please join me in this important task of implementing our pastoral plan as we respond to our universal call to holiness.

Entrusting all of these efforts to Our Lady Queen of the World, who is the Mother of the Church in Oakland, I remain

Sincerely yours in Christ,

The Most Reverend Allen H. Vigneron
Bishop of Oakland

Introduction

In 2006 the Diocesan Pastoral Council (DPC) began discussing a revision of the diocesan strategic plan, “***Faith in Service to the World.***” Recognizing the solid vision of the plan, but realizing that the plan was 13-years old, the council built upon the foundation of the past decade. After asking pastors, pastoral council members and parish and chancery staff to rank the top needs from 25 pastoral issues, the DPC organized seven regional meetings to gather further input from these leaders in the diocese. From those conversations five long-range goals emerged. The next step was to have sub-teams develop the critical objectives and prioritized actions to meet each of the five goals.

On August 7, 2007 the Bishop with his administrative council and other advisors from the Presbyteral Council and the DPC retreated to pray, reflect, and dialogue on the proposed revised diocesan pastoral plan. Part of that dialogue also focused on the vision and mission of the diocese.

From November 2007 through February 2008, the Diocesan Pastoral Council Planning Team met with the Diocesan Department Directors to collaborate on the actions, due dates, accountabilities and metrics for the pastoral plan. The Department Directors have incorporated these long-range goals into their current activities and implementation plans.

Lastly, to ensure sustainability of the plan, it will be stewarded by the DPC and reviewed annually with the Bishop, his Administrative Council, and the Pastoral Planning Advisory Committee. The annual review will look at accomplishments, implications of any changes within our diocese, and relevancy of the goals to the next 12-month period. The annual review will also look at any additional budget requirements that may be needed to implement the next set of actions included in the plan. These reviews may require additional sessions with all regional parishes, Diocesan department directors, and leaders in our diocese and will be scheduled and communicated according to needs.

Thank you to everyone who continues to generously give their time and input to this process. In doing Christ’s work, we build on our universal call to holiness, make Christ better known, and create a vibrant church in our Diocese of Oakland.

Diocesan Vision

Jesus Christ, the Son of God, established the Church of Oakland as His sign and instrument of a Holy People, rich with a diversity of spiritual and cultural gifts, and a New Creation in the East Bay.

Diocesan Mission

To know Christ better and make Him better known

2008-2013 Goals

- We renew and deepen the celebration of the sacraments in our diocese to stimulate the life of our parishes and revitalize our individual and collective faith.
- We provide formation that brings about in all Catholics such a joy and enthusiasm for their faith in Jesus Christ that they live it and freely share it with others.
- We develop and sustain effective and healthy pastoral leadership for clergy, lay ecclesial ministers and laity to build up and serve the Body of Christ in Oakland.
- We welcome, encourage, and engage young people in all aspects of church life to empower them to become disciples of Jesus Christ in today's world.
- We become good stewards and live a lifetime journey of discipleship to grow in holiness.

Sacramental Renewal

Goal: We renew and deepen the celebration of the sacraments in our Diocese to stimulate the life of our parishes and revitalize our individual and collective faith.

Overview: The seven sacraments (Baptism, the Eucharist, Penance and Reconciliation, Confirmation, Marriage, Holy Orders, and the Anointing of the Sick) are fundamental elements of how we as Catholics live out our universal call to holiness. They are more than just liturgical rituals that the church asks us to celebrate; they are essential opportunities for us as individuals and as a community to encounter the living Christ in a profound and mysterious way.

In our increasingly secularized world, many Catholics have fallen away from deep and committed celebration of the sacraments. Lacking an understanding of the fundamental messages of the sacraments, many have also lost the connection to our calling to live out the spirit of the sacraments in our daily lives – to live sacramentally.

Our goal is to reawaken, renew, and revive in Catholics throughout the Diocese both an understanding of the sacraments and a return to deep and committed participation in them. This will lead not only to increased participation in regular sacramental celebrations, but also a livelier and richer experience of the sacraments in our parishes.

In carrying out this goal and the objectives below, special attention will need to be given to culturally specific congregations who have backgrounds and faith perspectives that differ from those of the American mainstream. We need to find new ways to talk about the sacraments in a way that speaks to all of the diverse communities in our Diocese and connects the celebration of the sacraments to their universal call to holiness.

Objective 1: Educate the laity about the seven Sacraments and their fundamental role in our Universal Call to Holiness.

Action Plan: Department for Evangelization and Catechesis (DEC) and parish faith formation or religious education coordinators will provide many opportunities for laity to learn about the Sacraments through religious education programs, retreats, small communities, homilies, and the Catholic Voice. This includes the development of a Sacramental Renewal program across the diocese.

Objective 2: Encourage deep and deliberate participation in the Holy Eucharist as essential to our encounter with the life, death, and resurrection of Jesus Christ.

Action Plan: Parishes will be encouraged to reinforce and/or reintroduce participation in Eucharistic celebration at Sunday masses and beyond (Adoration of the Blessed Sacrament, celebration of Corpus Christi and other important cultural feast days). The emphasis should be on participation by

young people; and having convenient daily mass schedules for working people. A Eucharistic congress will be planned for the diocese.

Objective 3: Encourage active practice of the Sacrament of Reconciliation as the most meaningful way we demonstrate our rejection of sin and reconcile ourselves with God and the Church community.

Action Plan: DEC, pastors and faith formation or religious education coordinators will provide more opportunities for people to participate in the Sacrament of Reconciliation through communal penance services, regular opportunities for individual confession, and non-sacramental penitential services. Guides will be developed for the clergy and laity that explain moral conscience, sin, and reconciliation and that encourage family participation in the Sacrament of Reconciliation.

Objective 4: Provide broader access to liturgical formation programs to improve the quality of liturgy in our parishes and enhance the effectiveness of sacraments in the lives of Christians in our diocese.

Action Plan: The Diocese will form a Liturgical Commission to create a vision for liturgy across the diocese and develop liturgical and homiletic training for clergy and lay ministers. Parishes are encouraged to budget more parish funds for quality music and art that awaken and enhance the practice of the sacraments.

Objective 5: Stimulate reflection among clergy and religious educators about how culturally-specific celebration of the sacraments can stimulate the life of parishes and make the sacraments more relevant to cultural communities in the diocese.

Action Plan: Diocesan Liturgical Commission and leaders from ethnic centers and ministries will involve cultural communities in evaluating all of these objectives and suggesting ways to translate (literally & figuratively) efforts and results into language and practices that are relevant to the many culturally-specific communities in the diocese. They will also develop culturally-specific materials as needed by parishes.

Holistic Faith Formation and Catechesis

Goal: We provide formation that brings about such a joy and enthusiasm for our faith in Jesus Christ that we live that faith fully and freely share it with others.

Overview: The 2007 regional planning sessions made it clear that parishes were asking for more diocesan support for faith formation activities especially adult faith formation. There were many specific suggestions such as speakers' bureau, bible study and instruction on the Mass. However, the focus of this goal is on the structure for that diocesan support rather than on specific programs.

The intent of this goal is to deepen the sense of sacrament and scripture so that all Catholics will pray more fully and have a greater understanding of Christ's call to live as disciples at home, at work and in today's many cultural settings. The goal calls Catholics to continue to hear the Good News at ever-deeper levels. The call to holiness, given to every Catholic through baptism, consecrates each one to God and to the service of the kingdom. This deepening of faith in holiness fosters a desire to involve others in that faith.

The National Directory for Catechesis states, "The baptismal catechumenate is the source of inspiration for all catechesis." Objective 1 will adapt the RCIA process as a model for all diocesan faith formation programs. This model will present a catechesis that emphasizes: a lifelong journey of growth as a disciple of Jesus Christ; a deeper grasp of His Paschal Mystery; regular participation in the Eucharist and other sacraments; works of charity; the Gospel as it engages culture; and the communal nature of our church.

The term "New Evangelization" was first used by Pope John Paul II who lamented that many Catholics had lost their faith so he called for a re-evangelization effort to bring them back. He asked that this evangelization be "new in its ardor, methods and expression". The assessment tool outlined in Objective 2 will help ensure that faith formation activities support the New Evangelization proposed in Objective 3.

Objective 1: Spark a spirit of initial and continuous conversion—the lifelong journey of growth as a disciple of Jesus Christ—for all who participate in a Diocesan Faith Formation Process.

Action Plan: DEC will study and adapt the catechesis of the RCIA process for use in all diocesan programs at parishes and deaneries. This catechesis will be more than instruction. It will engage the whole person: the heart, the mind and the spirit. When written programs and technological resources are developed, they will be made available to all parishes and deaneries. Initially, DEC will work with at least five pilot parishes/deaneries to support implementation. They will also evaluate and modify the material as necessary. Each year at least five more parishes will receive DEC on-site support. These parishes will become mentors to other parishes to accelerate diocesan-wide implementation.

Objective 2: Utilize the Six Dimensions of Adult Faith Formation from USCCB’s “*Our Hearts Were Burning Within Us*” to assess and begin to plan the catechesis supporting the New Evangelization in parishes.

Action Plan: DEC will develop a reflection tool and process for parish adult faith formation ministers to gauge the strength of their catechetical efforts. The six dimensions are Faith, Liturgical Life, Moral Formation, Prayer, Communal Life and Missionary Spirit. DEC will distribute the reflection tool, select one parish in each diocesan region, and develop with them a faith formation plan crafted for their specific needs. These five parishes will also help to evaluate and modify the reflection tool as necessary. They will also act as mentors to other parishes in their region to accelerate diocesan-wide implementation.

Objective 3: Develop a plan to support the New Evangelization in parishes, schools and all diocesan activity.

Action Plan: DEC will write the plan based on the catechesis of Objective 1 and 2 above. A key feature of the plan will be to help parishes be more outwardly focused and welcoming to all. DEC will communicate the plan to pastors, school principals and parish directors of religious education. Up to 10 parishes will be selected to implement the plan with on-site support from DEC. A network of new evangelizers from the selected parishes will share experiences with each other and invite other parishes to learn about and implement the plan.

Pastoral Leadership and Formation

Goal: We develop and sustain effective and healthy pastoral leadership for clergy, lay ecclesial ministers and laity to build up and serve the Body of Christ in Oakland.

Overview: The intent of this goal is to build competencies in all pastoral leadership and to look at lay/ordained partner models that are working in our diocese to leverage these synergies and develop a sustainable model that can be used as leadership needs are exposed. While these are parish level responsibilities, the plan hopes to surface the best practices that make vibrant parishes.

The diocese has an impending problem with more of our veteran parish leaders approaching retirement and thereby creating vacancies in the parishes that they serve. One solution is that priests provide a mentor role or help to develop Best Practices through their own experience to build up the leadership capabilities within the diocese.

The diocese has been blessed with a talented Lay Ecclesial Minister (LEM) population that also participates in leadership capacities to support parish life. LEMs are distinctly formed and called to play a role in parish life and many serve as either full time or part time staff members. By identifying our talent base of LEMs, we as a diocese can leverage the special talents and gifts to best serve the needs of parishes and the diocese as a whole.

Also, with a lower population of priests coming from the Bay Area, there is an increased need to bring in international priests to help serve our parish communities. The diocese is fortunate to be able to draw on a diverse group of priests, but these new priests come in with little formal English training or a sense of our culture in the Oakland Diocese's Contra Costa and Alameda Counties. Comments from the 2007 regional meetings indicated a need to find solutions to these issues.

Finally, a model for utilizing lay leaders in parish business operations will be looked at. Through the Best Practices identified in Objective 1, the plan provides a model for pastors, priests, and staff to identify, train and utilize lay leaders to support parish operations.

The objectives outlined will help address our short term needs and develop the long-term capabilities and competencies to support the universal call to holiness for all the parishioners in the Oakland Diocese.

Objective 1: Develop leadership educational opportunities for all pastoral leaders.

Action Plan: DEC and Director of Clergy Education will form a leadership committee to develop and regularly publish on the diocesan website a Best Practices newsletter to encourage use of what's working well in the diocese. A regular gathering of leaders to network and listen to keynote addresses on leadership, parish management, and growth strategies will be developed to support sharing and implementation throughout the diocese, including inviting a team of instructors, leaders and speakers to support this program.

Objective 2: Develop and place lay ecclesial ministers and lay leaders in appropriate roles throughout diocese to best support parish communities.

Action Plan: Lay Ecclesial Ministers Council and Pastoral Leadership Placement Board will identify diocesan-wide lay ecclesial ministers, communicate their roles and capabilities to support parish life and appoint additional pastoral associates in spiritual leadership and spiritual director roles within the diocese.

Objective 3: Train and prepare all priests to provide leadership and pastoral ministry.

Action Plan: Director of Clergy Education will support the training and development of all priests to gain an understanding of our diverse cultures and to support parishes in understanding the cultures of these priests. This reciprocal relationship will encourage better integration of priests and parishes within the diocese. A mentorship program will be utilized to match veteran priests with new priests to support the development of leaders within the clergy community. Lastly, a welcoming committee model will be established within parishes to support new priests over a 1-year period to become part of the parish and diocesan cultures.

Objective 4: Identify and train lay leaders to support clergy in the business operations of the parish.

Action Plan: Through the use of the Best Practices established in Objective 1, a lay leader (voluntary and/or paid) model will be identified to best utilize the talents of lay leadership for business administration and operations in parishes to support staff and clergy. These lay leaders may be ministry leaders or business leaders with the talents needed to help pastoral staff to run the business operations side of parishes.

Youth and Young Adults

Goal: We welcome, encourage and engage young people in all aspects of church life to empower them to mature as disciples of Jesus Christ in today's world.

Overview: Responding to the needs of youth and young adults in our diocese was the most often mentioned issue discussed at the seven regional meetings in 2007. All 96 suggested actions were thoughtfully reviewed with agreement to develop objectives for the most critical needs identified at the meetings. Comments were categorized into three themes from which the objectives could be developed: 1) Staffing and leadership, which include financial support, diocesan support, training and planning; 2) Components of youth ministry, which include content, spiritual growth, faith formation, hospitality, invitation, participation, activities and events for youth, social justice and outreach; and 3) Worship, prayer and liturgy.

The intent of the youth and young adult goal is to empower young people to live as disciples of Jesus Christ and to attract them to responsible and active participation in the life and work of the church. The United States Catholic Conference of Bishop's youth ministry document published in 1997, "*Renewing the Vision*" was used as a framework for the plan. This inspiring publication corroborated the themes that surfaced from the regional meetings. It identified eight components of a comprehensive youth ministry program: Advocacy, Catechesis, Community Life, Evangelization, Justice and Service, Leadership Development, Pastoral Care and Prayer and Worship.

Objectives 1 and 2 establish comprehensive youth ministry in parishes. Objectives 3 and 4 empower our young people to live the gospel and become disciples of Jesus Christ. Objective 5 responds to the different age definitions and approaches to youth ministry among the diverse ethnic and cultural communities in our diocese.

Objective 1: Develop, understand and utilize comprehensive youth ministry in all parishes as defined by USCCB's "*Renewing the Vision*".

Action Plan: Diocesan Youth and Young Adult Ministry (DYYAM) will introduce the components of comprehensive youth ministry, which includes parish orientations and implementation, publishing a handbook and offering peer leadership retreats.

Objective 2: Provide access to a professional youth minister for all young people in all the parishes.

Action Plan: DYYAM will form a Diocesan Youth Advisory Council, present an orientation for pastors, staff, pastoral and finance councils and parish communities and develop and publish a resource list to help priests, staff and volunteers relate to young people. In addition, funding sources and needs will be identified at the parish or deanery levels so that professional youth ministers can be hired. Leadership training and regular meetings for youth ministers will be offered to fully implement this goal.

Objective 3: Create environments that interest young people and foster their personal and spiritual growth.

Action Plan: To implement this objective, DYYAM and Diocesan Youth Advisory Council will utilize multi-media and current communication technologies to connect and involve young people in youth ministry and parish life. They will also collaborate with diocesan schools to develop programs and activities and utilize their established leadership models. Opportunities for creative prayer will be provided along with resources to improve prayer life. In conjunction with Vocations and Family Life departments, a model will be developed to help young people understand and discern vocations that include single life, Christian marriage, priesthood, religious life, diaconate and lay ministry.

Objective 4: Help parishes develop liturgies, energized by the gifts and talents of young people, which call them to live the gospel.

Action Plan: Utilizing diocesan resources, a pastoral handbook will be designed and published that defines liturgies involving young people and which will help them focus on Jesus Christ. This objective will also assist parishes by publishing a schedule of youth masses in the diocese, providing on-going training through a catechetical congress for parish liturgists, liturgical ministers, music directors and youth ministers.

Objective 5: Recognize and respond to the cultural needs of the ethnic young people in their communities.

Action Plan: DYYAM, Ethnic Cultural Centers and Diocesan Youth Advisory Council will conduct a survey to assess the needs and resources and materials required to serve the needs of culturally-specific parishes. Leaders from ethnic communities will be invited to discuss needs and provide the space for young people to gather. Survey results and resource lists will be published to fully implement this goal.

Stewardship

Goal: We become good stewards and live a lifetime journey of discipleship to grow in holiness.

Overview: The regional meetings held in 2007 identified five areas of stewardship and suggested that each be the focus of a year-long campaign throughout the diocese. Comments were also made about publishing opportunities for service in the diocese and finding ways to help people recognize their talents.

A successful stewardship process is not a fund-raising program, but rather an opportunity for all to respond to a choice for ongoing conversion. Stewardship is a disciple's response to the call to holiness. The USCCB's document "*Stewardship: A Disciple's Response*" reflects the theology behind stewardship and conversion as a way of life. The plan sees a need to help people recognize their talents and how they can use their gifts and time in service to the larger community.

The emphasis of this goal will be focused on developing new processes that will help parishes become more stewardship driven and train clergy and lay leaders in all areas of stewardship.

Objective 1: Develop a sound foundation upon which to build successful stewardship efforts at the parish level using the USCCB approach in all parishes.

Action Plan: Diocesan Department of Stewardship (DDS) will survey best practices in the parishes, other dioceses and denominations to determine a successful model for use in the diocese. An assessment tool will be developed from the "Seven Steps to Success" as identified in "*Stewardship: A Disciple's Response*." A diocesan committee will be formed to analyze cultural and ethnic differences in regard to stewardship and use that data to educate ethnic groups about how the common church in America is supported. DDS, along with pastors and ethnic pastoral center leaders will form stewardship committees at each parish and cultural center. Extensive training will be developed and offered for clergy and lay leadership. Regular communications using all media will be initiated to discuss progress, best practices, plans and events.

Objective 2: Build reporting practices for parishes to achieve goals set at the diocesan and parish levels.

Action Plan: In conjunction with parishes, DDS will construct a reporting system to monitor programs and indicate effectiveness on a semi-annual basis. Annual reports will be published to recognize parishes that have done well and to express gratitude to those parishes.

Objective 3: Help people recognize their talents and how to use them in effective ways.

Action Plan: DDS will train parishes to utilize USCCB's "*Called and Gifted*" or similar programs to help parishioners discern their gifts. DDS will also help pastors develop an invitation approach to new members and, using best practices, learn ways to educate parishioners about what it means to be a member of the parish. The Diocese of Oakland's "*The 10 Essentials of Parish Life*" provides the context for how parishes support church life and the opportunities for parishioners to share their gifts.

Objective 4: Serve the marginalized in our communities by lifting back the veil of invisibility which surrounds the poor, elderly, outcasts and homeless.

Action Plan: DDS, diocesan social justice ministry coordinator, pastors and the Bishop will encourage parishes to develop plans and/or processes to serve the marginalized from a stewardship perspective with Catholic social teachings in mind. Using the diocese as a model, each parish will strive to become a tithing parish to fulfill parish needs and social justice needs. DEC Social Justice Ministry will implement a social ministry communication network that will effectively organize parishioners to respond to the marginalized locally and globally. Catholic social teaching parish liaisons will be selected who will communicate regularly with a newly formed Human Solidarity Commission. Parishioners will contribute their time, talent and treasure to this effort.

Acknowledgements

The Planning Team would like to thank Bishop Allen H. Vigneron for entrusting us with the important and necessary work of laying out a plan of action for the Diocese of Oakland for the next 5-years. We would also like to acknowledge the Diocesan Pastoral Council, the Bishop's Administrative Council and the Presbyteral Council whose feedback and support were invaluable.

We especially want to thank Chuck Siebenand, who worked very hard, even after he retired, to make sure that the planning process continued. His counsel, expertise and knowledge of the parishes and chancery staff were invaluable.

We are grateful for Carol Potter, Director of Pastoral Planning, for her support and help while working with chancery staff and for her ideas and leadership to publish this Pastoral Plan.

We could not have completed this project without the support of the many pastors, clergy, vowed religious, lay ecclesial ministers, parishioners, parish pastoral council members and chancery and parish staff who participated in regional, sub-team and department-level meetings to develop and finalize the plan.

We appreciate the hospitality of the parishes who hosted regional and sub-team meetings during this very important process.

Finally, and most importantly, we are grateful to God, Our Father, His only Son, Jesus Christ, and the Holy Spirit, Our Guide, for providing the inspiration and purpose to plan for the Diocese so that all may know Christ better and understand their call to holiness.

Glossary of Terms

ACTION PLAN: Statement of specific, short-term things to do to achieve objectives. Besides describing a result, action plans are measurable and quantifiable and also specify who is to do it, how accomplishment will be measured and when it is to be completed.

ADORATION OF THE BLESSED SACRAMENT: A devotion which acknowledges that because the whole Christ is really present in the Blessed Sacrament, He is to be adored in the Eucharist as the incarnate God. The Blessed Sacrament, whether in the tabernacle or exposed on the altar, is to be venerated by genuflecting on one knee

BAPTISM: Sacrament of initiation by which men and women become members of the Catholic Church and assume responsibility for using their gifts to build up the community in fulfilling the mission of Jesus.

BEST PRACTICES: The most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people.

CATECHESIS: For individuals, an apt means to understand God's plan in their own lives and in the lives of others to more effectively co-operate with God's grace and become better instruments for the extension of Christ's kingdom.

DIOCESE: The local or "particular" church, referring to a geographically designated area in which Catholics, usually gathered in parishes, are united in faith and sacraments with their bishop, ordained in apostolic succession.

DIOCESAN PASTORAL COUNCIL: A group of parishioners representing the five regions who acts as consulters to the Bishop and primarily envision, plan, and oversee the mission of the diocese as an extension of the mission of Jesus.

DISCERNMENT: Formal prayerful process where a group discovers God's will in a particularly significant situation or decision.

DIVERSE CULTURES/GIFTS: One of the ten essentials of parish life which recognizes, appreciates, celebrates and uses the gifts of all peoples.

EVALUATION: Systematic way of measuring performance against objectives.

EVANGELIZATION: The zealous proclamation of the Gospel in order to bring others to Christ and his Church; one of the ten essentials of parish life.

EUCCHARIST: An essential element of parish life which is both source and summit of the parish's expression of its life in Christ.

FORMATION/EDUCATION: One of the ten essentials of parish life which explains, informs and forms parishioners of all ages in the Scriptures and tradition of the church, which encompasses many traditional ministries of "education."

GOAL: A long-term clearly defined statement of desired direction or activity in general terms.

LAY ECCLESIAL MINISTER: Ministers who are distinctly formed and called to play a role in the life of a parish.

LEADERSHIP: One of the ten essentials of parish life which calls forth gifts of visioning, planning, empowering, and evaluating for the service of the community.

LITURGY: One of the ten essentials of parish life that gives expression to the sacramental and prayer life of parishioners, which encompasses both daily and Sunday Eucharist and other ritual forms of sacred celebration.

MINISTRY: Active service of the baptized, dependent upon the gifts of the individual, the community's needs, and always directed to the building up of the Body of Christ.

MISSION (OF THE CHURCH): Purpose for which Christians are gathered in faith.

MISSION STATEMENT: Brief, general statement which identifies and establishes the unique direction of a diocese or parish as it lives out the mission of the church.

NATIONAL DIRECTORY FOR CATECHESIS: Document approved by the United States Conference of Catholic Bishops in June 2003. Vatican recognition of this document was received on December 16, 2004.

OBJECTIVE: Statements of the short-term and specific results to be sought toward attaining a goal.

OUR HEARTS ARE BURNING WITHIN US: Pastoral Plan issued in 1999 for adult faith formation in the United States from the United States Conference of Catholic Bishops.

OUTREACH: One of the ten essentials of parish life, which extends the resources of the parish to the needs of others and demonstrates a commitment to works of compassion and justice.

PARISH: A gathering of the people of God united in faith and dedicated to continuing the universal mission of the Church in their local setting. Its life is expressed through the ten essentials.

PASTORAL: An approach of caring for the life of the parish as a whole.

PASTORAL PLANNING: The process which turns a vision into reality within a particular span of time, through a systematic, cyclical design, involving the mission statement, long -range goals, objectives and action plans.

PRESBYTERAL COUNCIL: The consultative body of the bishop that assists with the governance of the diocese and the concerns of the presbyters (priests).

RCIA: Rite of Christian Initiation of Adults

RENEWING THE VISION: The youth ministry document published in 1997 by the United States Conference of Catholic Bishops.

SEVEN STEPS TO SUCCESS: Section of the document *Stewardship: A Disciple's Response* published in 1999 by the United States Conference of Catholic Bishops

SMALL COMMUNITIES: One of the ten essentials of parish life which draws parishioners together with Jesus Christ to share the message, build community, pray and reach out in action.

SOCIAL JUSTICE: The virtue that inclines one to co-operate with others in order to help make the institutions of society better serve the common good.

SPIRITUALITY: One of the ten essentials of parish life which invites us to deepen our relationship with God. This often involves prayer, study, and activities that nurture our spirit and call us to growth.

STEWARDSHIP: One of the ten essentials of parish life, which challenges all parishioners to share their time, talent and treasure for the fulfillment of the parish mission. If people feel included, they will increase the depth of their involvement and participate in ministries and activities.

STEWARDSHIP: A DISCIPLE'S RESPONSE: Pastoral letter on Stewardship issued by the United States Conference of Catholic Bishops in 1999.

TRADITION: The long-standing practices and beliefs of the Church, developed since the days of the Apostles and revered as normative, along with Scriptures, for the life of the Church.

U.S.C.C.B.: United States Conference of Catholic Bishops

VATICAN II: The most recent of 21 church councils (1962-1965) in which bishops from throughout the universal church gather with the Pope to discuss and decide on matters of church teaching and practice. A Council of this nature has supreme and full authority over the Church.

VISION: Inspirational statement that reflects the desired future state and the successful accomplishment of the mission; what the diocese aspires to be.

WORSHIP: One of the ten essentials of parish life that gives expression to the sacramental and prayer life of parishioners, which encompasses both Sunday Eucharist and other ritual forms of sacred celebration.