



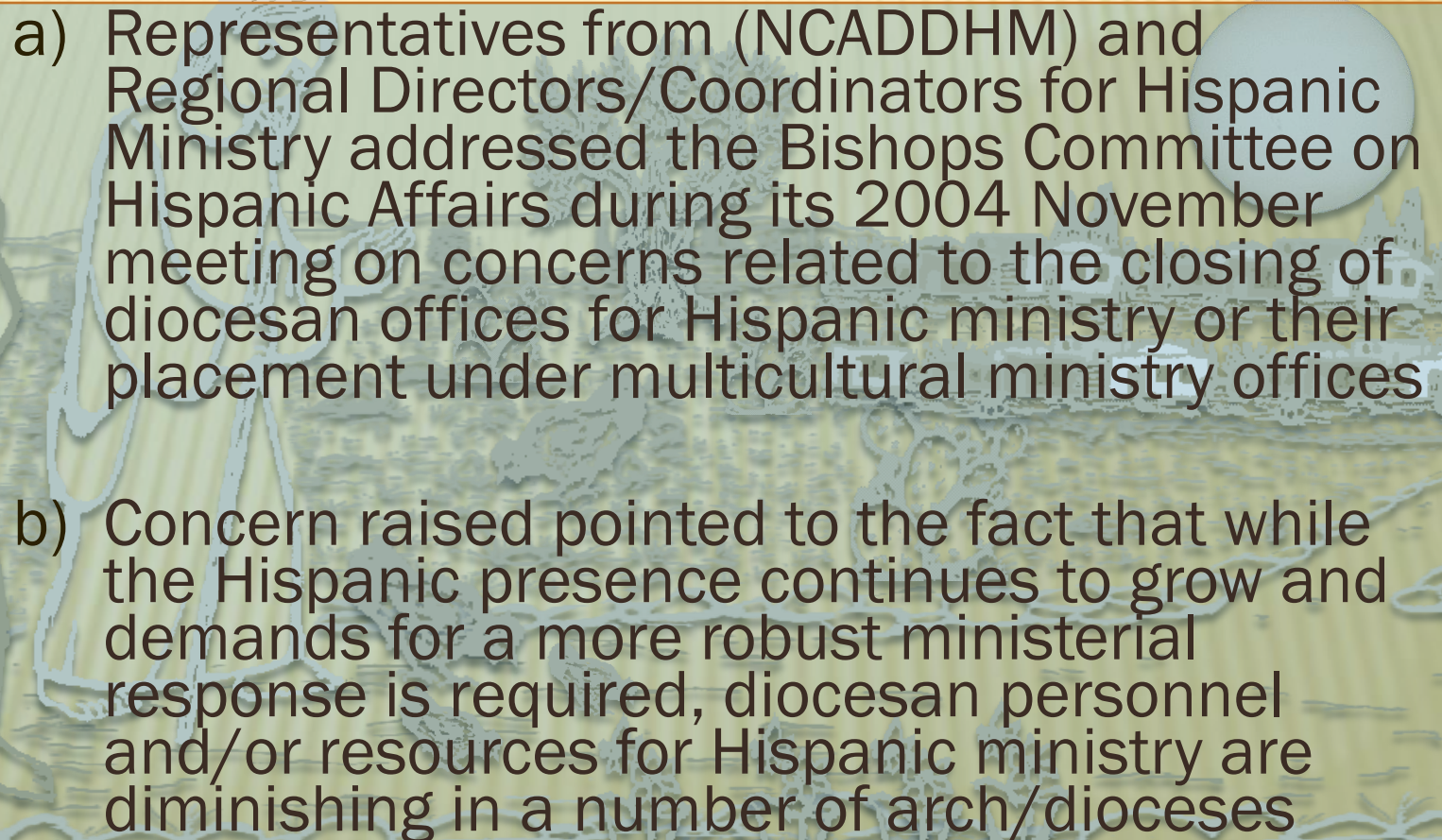
STUDY ON BEST PRACTICES FOR DIOCESAN MINISTRY AMONG HISPANICS/LATINOS

U.S. Bishops Subcommittee on Hispanic Affairs
Secretariat of Cultural Diversity in the Church

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BACKGROUND

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- a) Representatives from (NCADDHM) and Regional Directors/Coordinators for Hispanic Ministry addressed the Bishops Committee on Hispanic Affairs during its 2004 November meeting on concerns related to the closing of diocesan offices for Hispanic ministry or their placement under multicultural ministry offices
 - b) Concern raised pointed to the fact that while the Hispanic presence continues to grow and demands for a more robust ministerial response is required, diocesan personnel and/or resources for Hispanic ministry are diminishing in a number of arch/dioceses



BACKGROUND

- c) The committee was asked to consider conducting a survey to assist the bishops discern the best models for diocesan Hispanic ministry at this time of restructuring
- c) In response, the Committee directed staff to develop a strategy to identify best practices for diocesan Hispanic ministry structures and functions
- c) This response was in keeping with the need for strong diocesan structures for Hispanic ministry called for by the U.S. Bishops in *Encuentro & Mission: A Renewed Pastoral Framework for Hispanic Ministry*



PURPOSE

To provide the bishops with models of best practices in arch/diocesan Hispanic ministry that would serve to assist in:

- a) assessing the level of development of Hispanic ministry in their own dioceses and identifying next steps
- b) applying pastoral criteria to ensure a more systematic, collaborative and structurally sound approach to diocesan Hispanic ministry and
- c) developing or updating a pastoral plan for Hispanic ministry in the context of a culturally diverse Church



METHODOLOGY

- ✘ Questionnaire based on ten indicators was developed
- ✘ Twenty arch/dioceses considered to be highly effective in Hispanic ministry were identified
- ✘ A team of interviewers conducted on-site visits in the twenty selected arch/dioceses
- ✘ The indicators selected evolved from the field experience of Staff and the input provided by the regional and diocesan directors for Hispanic ministry



DISCLAIMER

- ✘ Selected arch/dioceses chosen upon recommendation of representatives from (NCADDHM) and Regional Directors/Coordinators
- ✘ Criteria used for selection took into consideration geographical location, size, Hispanic population and percentage in arch/dioceses, rural or urban environment, and stage of development of Hispanic ministry
- ✘ At least two arch/dioceses were selected within each of the eight Hispanic ministry regions in order to maximize geographical representation
- ✘ Therefore, selected arch/dioceses do not necessarily represent the absolute top 20 best practices for diocesan Hispanic ministry in the country.



INDICATORS

1. Vision
2. Mission
3. Pastoral Planning
4. Structure
5. Sustained Growth
6. Leadership Development and Formation
7. Decision-Making
8. Collaboration
9. Resources
10. Evaluation

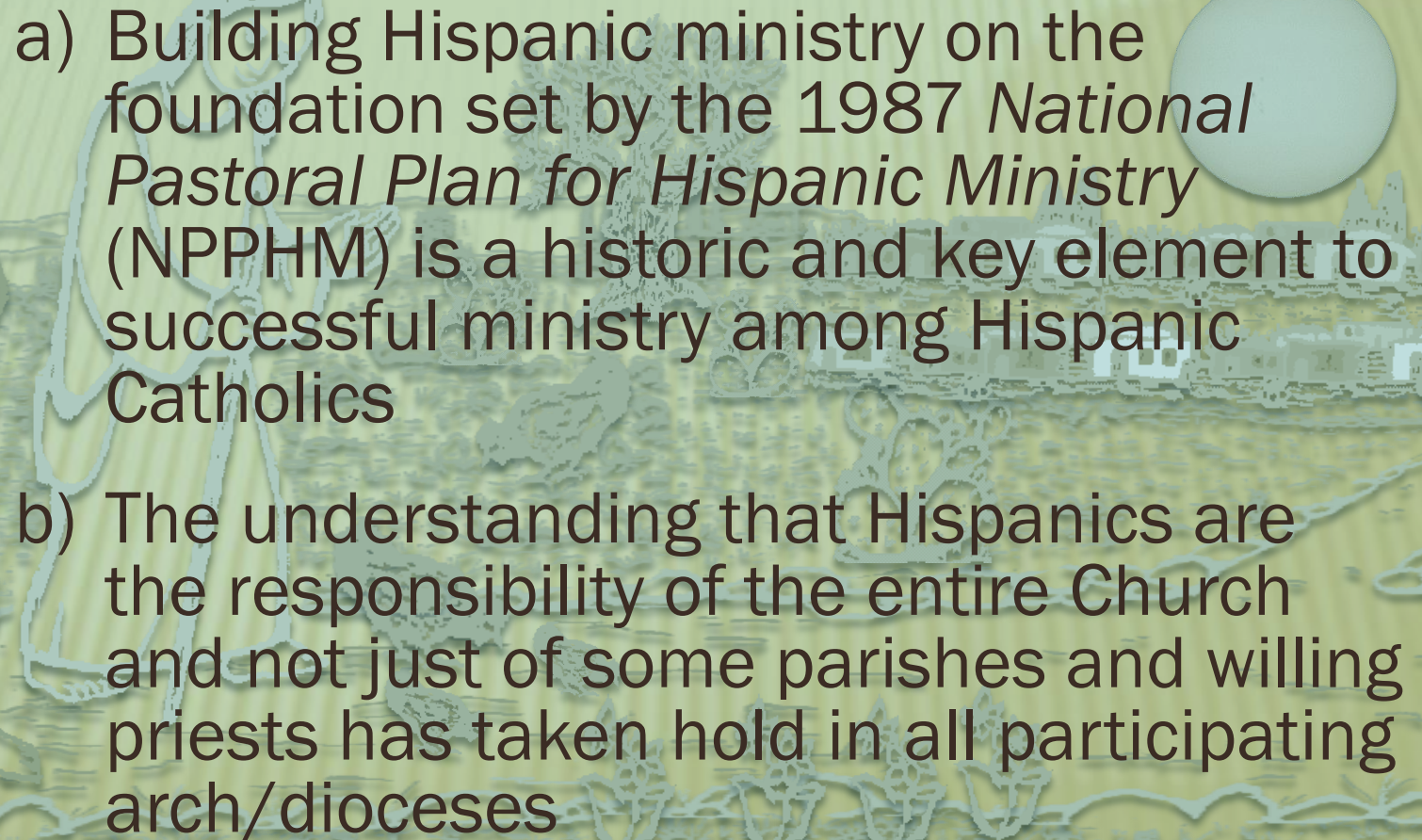


“BEST PRACTICES”

ARCH/DIOCESES	REGIONS
Grand Rapids, Chicago	Midwest
Raleigh, Richmond, Charlotte	Southeast
Washington DC, Wilmington	Northeast
Denver, Salt Lake City	Mountain States
Orange, Monterey, San Bernardino, Stockton	Far West
Yakima, Portland	Northwest
Omaha, St. Paul-Minneapolis	North Central States
Galveston-Houston, Fort Worth, El Paso	Southwest



1. VISION

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- a) Building Hispanic ministry on the foundation set by the 1987 *National Pastoral Plan for Hispanic Ministry* (NPPHM) is a historic and key element to successful ministry among Hispanic Catholics
 - b) The understanding that Hispanics are the responsibility of the entire Church and not just of some parishes and willing priests has taken hold in all participating arch/dioceses

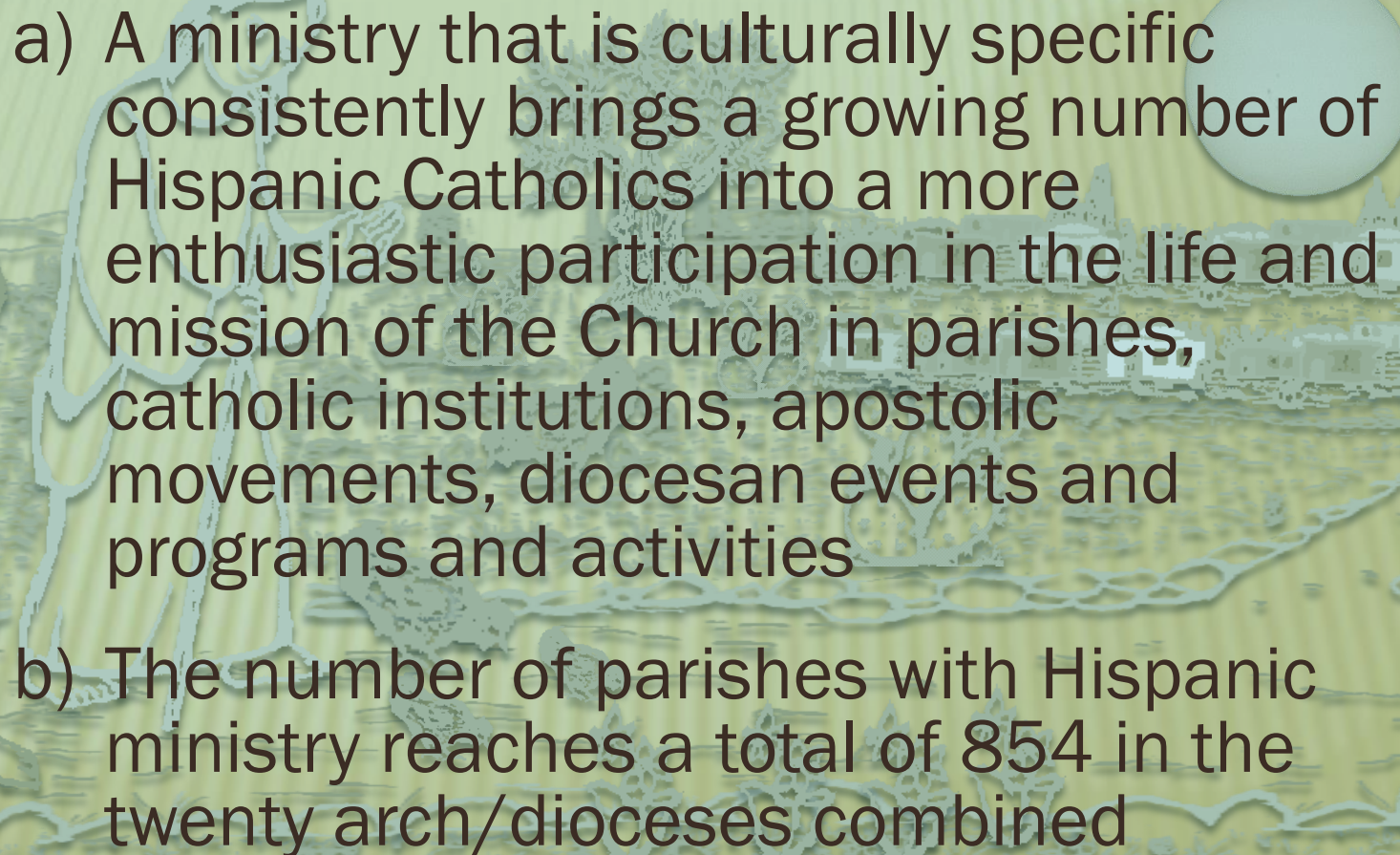


HIGHLIGHT

- ✘ All twenty arch/dioceses identified as best practices have an understanding of Hispanic ministry based on the NPPHM and other documents of the U. S. Bishops, particularly *Encuentro & Mission: A Renewed Pastoral Framework for Hispanic Ministry* (USCCB 2002)
- ✘ In-services on this document have been conducted in all y archdioceses



2. MISSION

- 
- a) A ministry that is culturally specific consistently brings a growing number of Hispanic Catholics into a more enthusiastic participation in the life and mission of the Church in parishes, catholic institutions, apostolic movements, diocesan events and programs and activities
 - b) The number of parishes with Hispanic ministry reaches a total of 854 in the twenty arch/dioceses combined



HIGHLIGHT

- ✘ All twenty arch/dioceses show a robust and ongoing response to the Hispanic presence
- ✘ In one archdiocese the number of priests directly involved in Hispanic ministry went from six to forty-two in a span of seven years, and the number of paid Hispanic lay leaders working in parishes went from four to twenty-six
- ✘ During that time, the archdiocese went from twelve missions serving Hispanics to 39 parishes
- ✘ In sixteen of the twenty arch/dioceses the Ordinary Bishop speaks Spanish well
- ✘ In the other four, the bishops can communicate in Spanish to some extent and do so in special occasions



3. PASTORAL PLANNING

- a) An ongoing pastoral planning process that makes Hispanic ministry more focused, systematic, deliberate and collaborative
- b) Pastoral plans for Hispanic ministry require the response of the various departments, offices and institutions to the Hispanic presence
- c) Plans maximize the use of resources and offer the benefit of measuring progress and building on previous efforts



HIGHLIGHT

- ✘ All but three arch/dioceses have developed or are in the process of developing a multi-year arch/diocesan pastoral plan for Hispanic ministry, usually a three to five year plan
- ✘ The remaining three have one-year plans



4. STRUCTURE

- a) A well established Office for Hispanic Ministry has a competent director and/or staff in place, with direct access to the local Ordinary who is bilingual to some degree
- b) In arch/dioceses where Hispanic ministry is more developed the OHM is placed under direct supervision of the local Ordinary or a member of the Curia
- c) In other arch/dioceses it falls under a department most frequently pastoral services



HIGHLIGHT

- ✘ Nineteen of the twenty arch/dioceses have a director for Hispanic ministry
- ✘ The one diocese without an OHM has bilingual directors for most of its diocesan offices and Catholic organizations and institutions



5. SUSTAINED GROWTH

- a) A sustained growth that recognizes developmental stages for Hispanic ministry and promotes its advancement
- b) Through the stages of outreach, diocesan-focus, parish-based and diocesan-wide, the OHM goes from being primarily a direct service office, to a mainly resource office, to a fully engaged partner office



HIGHLIGHT

- ✘ In dioceses with advanced development the Office for Hispanic ministry is highly influential and collaborative
- ✘ The other diocesan ministry offices are equipped to resource parishes in their pastoral efforts with Hispanics within their own area of ministerial responsibility



6. LEADERSHIP DEVELOPMENT AND FORMATION

- a) A vibrant and well established leadership development and formation process that includes programs, workshops and activities in various ministerial areas
- b) Programs are sufficiently staffed and constantly expanding
- c) They move from occasional workshops to certificate programs to full degrees in ministry
- d) Programs include courses for seminarians and priests in Hispanic culture, language and ministry




HIGHLIGHT

- ✘ Eighteen of the twenty arch/dioceses have well established diocesan formation programs in Spanish
- ✘ This fact reflects the findings included in the U.S. Bishops' statement *Lay Ecclesial Ministry: The State of the Question* (2001), which show that Hispanics constitute 24% of all lay people involved in arch/diocesan formation programs



7. DECISION-MAKING

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- A stylized illustration of a priest in a white robe, holding a staff, standing on a textured ground. The background of the slide features a faint, artistic depiction of a Hispanic community with a church and people.
- a) A shared leadership where Hispanics and other bilingual staff are members of the cabinet and other decision-making bodies in the arch/diocesan structure; different ministerial offices have staff directly responsible for ministry development among Hispanics
 - b) A growing number of priests, particularly pastors, are bilingual and Hispanic membership in parish councils is increasingly representative

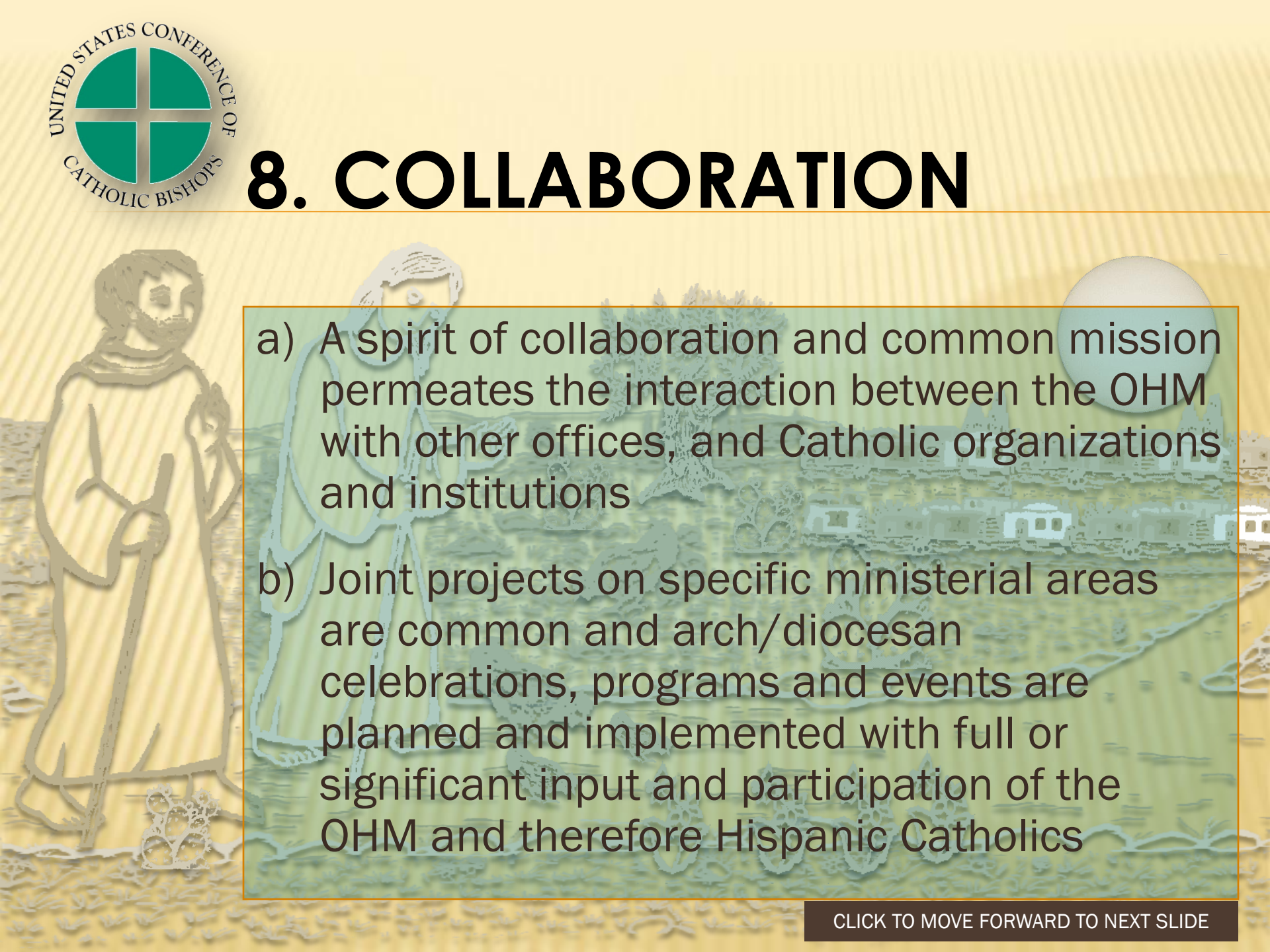


HIGHLIGHT

- ✘ The arch/dioceses with the high (6) and good (11) decision-making levels are the ones where the OHM is well established and its director is a member of the bishop's cabinet



8. COLLABORATION

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- The background of the slide features a stylized, light-colored illustration of a landscape. On the left, a figure in a long, light-colored robe stands holding a staff. In the center, another figure in a long, light-colored robe stands with hands clasped. In the background, there is a church with a dome and a cross, and a large, light-colored sphere on the right. The entire scene is set against a light, textured background.
- a) A spirit of collaboration and common mission permeates the interaction between the OHM with other offices, and Catholic organizations and institutions
 - b) Joint projects on specific ministerial areas are common and arch/diocesan celebrations, programs and events are planned and implemented with full or significant input and participation of the OHM and therefore Hispanic Catholics



HIGHLIGHT

- ✘ Collaboration increases significantly when staff is hired to develop ministry among Hispanics in a particular department, office or Catholic institution
- ✘ Overall, the concept of *pastoral de conjunto* (communion in mission) in Hispanic ministry predisposes its leadership to collaborate



9. RESOURCES

- a) A well informed leadership in Hispanic ministry is aware of the limitations in resources and knows that the arch/diocese is committed to the Hispanic presence
- b) Staff and program budget levels for the OHM are maintained for the most part and increases are attainable when well articulated
- c) Program budget cuts are applied across the board
- d) At the parish level, resources increase consistently in terms of personnel and services
- e) The Hispanic community responds by sharing more fully their time, talent and treasure, particularly when stewardship efforts are consistent and ongoing

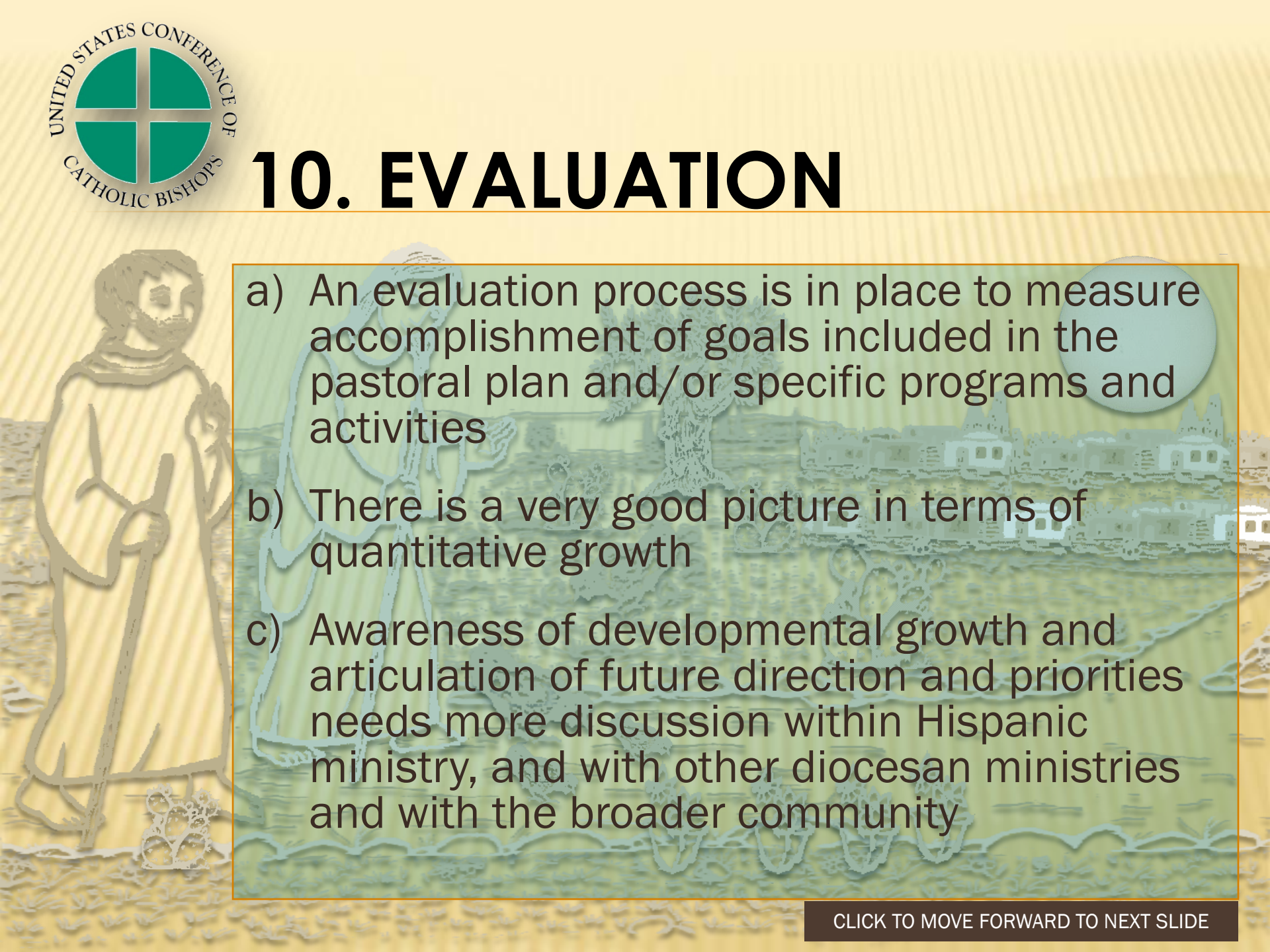


HIGHLIGHT

- ✘ With two exceptions, no personnel reduction in the OHM or of Hispanics in other ministerial offices has taken place in the past few years
- ✘ In three of them there has been an increase in diocesan personnel serving Hispanics
- ✘ Seventeen arch/diocesan respondents said that the commitment of their arch/diocese to Hispanic Catholics is generous



10. EVALUATION

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- The background of the slide features a faint, stylized illustration. On the left, a priest in a brown robe stands holding a staff. In the center and right, a village with several buildings and a large tree is visible. The entire scene is rendered in a light, textured style against a warm, golden-yellow background with subtle rays of light.
- a) An evaluation process is in place to measure accomplishment of goals included in the pastoral plan and/or specific programs and activities
 - b) There is a very good picture in terms of quantitative growth
 - c) Awareness of developmental growth and articulation of future direction and priorities needs more discussion within Hispanic ministry, and with other diocesan ministries and with the broader community



HIGHLIGHT

- ✘ Annual evaluation performance for the OHM is done in sixteen of the twenty arch/dioceses
- ✘ Pastoral plans and formation programs are generally evaluated upon completion



CREDITS

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U.S. Bishops Subcommittee on Hispanic Affairs
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