

Voting Results for Action Group and Overall Recommendations

What is your gender?

Item	Votes	Percentage of Votes
Female	387	47%
Male	444	53%
Total Votes	831	

What is your age range?

Item	Votes	Percentage of Votes
20-29	16	2%
30-39	57	7%
40-49	120	14%
50-59	307	37%
60-69	273	33%
70-79	55	7%
80-89	2	0%
90 or better	1	0%
Total Votes	831	

What is your ministerial role?

Item	Votes	Percentage of Votes
Bishop	6	1%
Pastor/Priest	185	22%
Deacon Director	96	12%
Lay Ecclesial Minister	231	28%
Human Resources Personnel	50	6%
Pastoral Planner	61	7%
Young Adult Minister	28	3%
Other	174	21%
Total Votes	831	

Do you consider yourself to be Hispanic or Latino?

Item	Votes	Percentage of Votes
Yes	65	8%
No	766	92%
Total Votes	831	

What is your race?

Item	Votes	Percentage of Votes
White or Caucasian	756	91%
Black or African	19	2%

Asian or Pacific Islander	13	2%
Native American	5	1%
Racially mixed	20	2%
Other	18	2%

Total Votes 831

Which Action Group were you a part of?

Item	Votes	Percentage of Votes
Pastoring Multiple Parishes	111	13%
Parish Life Coordinators and Sacramental Ministers	139	17%
Young Adults: The Next Generation of Parish Leadership	106	13%
Implications of the Emerging Models Studies for Human Resources	89	11%
Implications of the Emerging Multicultural Diversity for Pastoral Leadership	90	11%
Best Practices of Parish Leadership	296	36%

Total Votes 831

Pastoring Multiple Parishes

Item	Checks	Percentage of Checks
1. Develop a comprehensive training program and materials for ministry in a multiple-parish environment for diocesan staff, pastors, deacons, parish life coordinators, parish staffs, lay leaders, parishioners and seminarians.	591	25%
8. Develop pastoral planning processes which include greater consultation between lay leaders and pastors of area parishes with diocesan leadership when considering clustering, twinning, merging and closing parishes.	520	22%
7. Develop guidelines to assist parishes transitioning from single to multiple-parish pastoring which could manage change and promote growth.	386	17%
2. Study the meaning of "parish" today in light of evolving pastoral realities, needs and circumstances in multiple-parish pastoring.	193	8%
4. Give to each bishop the findings from the National Ministry Summit, in order that they may further collaborate with the Multiple-Parish Pastoring Project in their dioceses, and with the 6 national organizations.	191	8%
6. Develop a clearinghouse for multiple-parish ministry resources, in order to make them readily available and accessible to all.	182	8%
3. Provide the body of Bishops an opportunity to learn about the current pastoral realities of multiple-parish pastoring.	132	6%
5. Develop a pastoral letter, or statement, that will provide norms and guidelines for multiple-parish ministry.	125	5%

Total Checks 2320

Parish Life Coordinators and Sacramental Ministers

Item	Checks	Percentage of Checks
2. Define in clear and precise language the roles, responsibilities, and relationships of parish life coordinators, sacramental ministers, priest moderators, and bishops.	577	25%
7. Provide diocesan lay ministerial and clerical formation (priests, deacons, and lay ecclesial ministers) for service in the emerging models of parish ministry.	383	17%
8. Identify best practices whereby dioceses consult, communicate, and	360	16%

support parish life coordinators.		
5. Study the effectiveness of Canon 517.2 in comparison to other staffing models, including pastoring multiple parishes, twinning, and merging of parishes.	249	11%
1. Encourage the six organizations to urgently request that the bishops develop a common title for the position envisioned in Canon 517.2 and that they offer their assistance in achieving this goal.	241	10%
4. Develop educational resources on the role of parish life coordinators as a way to catechize parishioners about Canon 517.2.	215	9%
3. Encourage NALM, in partnership with other organizations, to spearhead a process for the revision of national standards and competencies for the position envisioned in Canon 517.2.	152	7%
6. Consider what would be necessary to permit lay parish life coordinators to preach following the Gospel at Eucharist.	142	6%

Total Checks

2319

Young Adults: The Next Generation of Parish Leadership

Item	Checks	Percentage of Checks
4. Encourage training on use and implementation of technological tools that young adults use for communication and networking; at the parish and diocesan levels; for example, well developed websites, blogs, social networking utilities, podcasts, etc.	335	14%
3. Advocate for broadening the definition of "Vocations Office" to include lay ecclesial ministers in addition to the ordained and religious life in order to share discernment resources, mentoring, support, etc.	301	13%
13. Create a "toolkit" enabling parish outreach to young adults, that would include resources for engaging young adults to participate in dialog with the parish, and a highly accessible forum for inviting young adults to gather and share their interests gift and talents with the church.	248	11%
5. Establish subsidized internships in lay ecclesial ministry: parishes provide for young adults in training to be lay ministers; longer-term and paid (summer, semester- or year-long) for students and those just entering work force; shorter-term and volunteer (evening, weekend, serial weeks) for those already working or just entering a new parish.	239	10%
8. Foster and promote the expectation among U.S Bishops that lay ministers must receive a living wage with benefits.	203	9%
2. Develop a national web-based campaign for lay, ordained, and religious ministries using "career" language in addition to traditional "vocation" language	190	8%
12. Create a model for ongoing education for church leadership focusing on management and mentoring of those young adults coming into ministry in the church	178	8%
6. Encourage each diocese to provide significant financial support for those seeking a professional theological education, as well as continuing education for current professional lay ministers.	160	7%
1. Establish a marketing campaign about the positives of lay ecclesial ministry as one way of living out the baptismal call to discipleship.	132	6%
11. Set up a credentialing program for lay ecclesial ministers based upon the competencies in the National Certification Standards for Lay Ecclesial Ministers.	119	5%
9. Sponsor diocesan sponsored workshops on who young adults are and how parishes can invite them into the life of the church.	88	4%
14. Create a process for bishops to dialogue with lay ecclesial ministers in their diocese.	70	3%
7. Secure funding from foundations and corporations and individuals to	29	1%

support young lay ecclesial ministers (e.g. subsidize their salaries).		
10. Establish a system of shared professionalization for both the minister and the hiring agent (i.e. parish, diocese, vicariate, deanery, chancery).	22	1%
Total Checks	2314	

Implications of the Emerging Models Studies for Human Resources

Item	Checks	Percentage of Checks
2. Provide for initial and ongoing formation, education and skill-development for all those in church ministry (ordained, vowed religious, lay ministers, support staff) which balances leadership, administration/management and support roles.	489	22%
3. Develop comprehensive human resource management systems at the diocesan level that integrate effective practices reflecting Gospel values, adaptable to local/parish needs, including just wage and benefit package.	369	16%
1. Identify and create effective recruitment strategies (practical approaches) that reflect the diversity in the church when attracting people into church ministry (ordained, vowed religious, lay ministers, support staff).	282	12%
5. Provide pastoral support and care for the well-being of those who currently minister in the church through opportunities such as reflection days, sabbaticals and retreats.	248	11%
6. Develop comprehensive human resource management systems that apply equitably to all in ministry (clergy, religious and lay ministers).	210	9%
8. Encourage dioceses to provide greater financial support for initial and ongoing education and formation of lay ministers.	209	9%
4. Foster a work culture and set up a HR structure by which volunteers and lay employees in church ministries have a selection process, job descriptions (including a set of defined required skills), and a mentoring program that serve to encourage success.	208	9%
9. Establish "internships" in parishes and diocesan offices that recruit teens and young adults for a potential career in ministry.	106	5%
7. Develop appropriate human resource management practices for those employed in more than one parish.	94	4%
10. Provide formative experiences for those in ministry that facilitate vibrant, welcoming, Eucharistic communities.	52	2%
Total Checks	2267	

Implications of Diversity for Pastoral Leaders

Item	Checks	Percentage of Checks
2. We recommend that the formation and orientation of foreign born priests include education for cultural awareness and ministry with the particular cultural groups in their parish.	326	14%
7. Encourage that all formation programs for theology and pastoral ministry for both lay and ordained leadership include formation in multicultural issues, beginning with the basics of multicultural education, evangelization, and ministry.	271	12%
1. All parishioner faith formation should include: introduction to culture, introduction to cultural diversity; introduction to multicultural ministry, and inter-cultural ministry as an empowering and collaborative move from "doing for" to "doing with."	158	7%
22. Create decision-making and advisory structures on every level of church (local/diocesan/national) that reflect the demographic reality (age, gender, ethnicity, language) of these structures; reviewing structures with	141	6%

the question, "Who is not at the table?"		
21. Develop models for parishes to plan for their integration into multi-cultural communities through a clear process to identify the communities within the parish and engage leaders from each community in shaping the identity and ministries of the parish.	141	6%
11. Articulate a vision of the "community of communities" concept that can be adapted nationwide on the diocesan and parish levels and utilize this model as a common way to recognize the value of the true diversity in the Church today.	135	6%
8. Make ministry education and formation inclusive and accessible in terms of finances, language, geography and culture.	120	5%
16. Engage parishes and dioceses in identifying ethnic leaders, affirming them, and inviting them to enter a process of formation.	107	5%
5. Develop models of reconciliation for individuals, groups, and parishes experiencing cultural conflicts.	101	4%
3. Address the lack of culturally diverse leadership, which we believe are rooted in racism and prejudice between/among different cultural groups in the body of Christ, by different communities coming together for social, educational and religious events.	97	4%
6. Strongly encourage bishops and other pastoral leaders to embrace the richness of cultural diversity by supporting education and formation programs to develop the next generation of lay leaders for our parishes.	90	4%
18. Develop new paradigms of pastoral leadership which are more reflective of the multicultural Body of Christ.	88	4%
15. Implement a systematic, intentional and comprehensive effort in our church -- on a national and diocesan level -- to develop a corps of pastoral leaders that reflects the cultural diversity of the faithful.	86	4%
4. Develop formation opportunities rooted in Church documents on multi-cultural ministry to assist pastoral leaders at all levels to confront their own cultural bias.	74	3%
12. Purposefully integrate the dimension of multiculturalism in all aspects of parish and diocesan life—including national conferences—such as pastoral planning, parish life, and parish leadership.	70	3%
19. Collect more complete data be collected on the complexity of each ethnic group (e.g. Hispanic, European, Native, Asian, African American/African, etc.), the diversity within each group (e.g. Puerto Rican, Mexican, Cuban, Peruvian, etc.), and their implications for ministry in multicultural parishes.	66	3%
9. Encourage national organizations to partner with the bishops to concretize their priorities for multicultural diversity in pastoral leadership by developing and making available the financial resources for lay ministry formation in diverse communities.	65	3%
13. Strongly encourage Summit organizational leaders to incorporate into their strategic goals, opportunities "to imagine what a truly multicultural diverse parish" looks like and include those partners we still need to invite to the table.	64	3%
10. Work toward just and adequate allocation of liturgical, ministerial, formation, and human resources for the different communities within a parish.	45	2%
17. Encourage diocesan and parish leaders to implement at the local level the documents that focus on cultural diversity and multicultural ministry.	32	1%
20. Identify the causes of the current imbalance in multicultural representation among our pastoral leaders and disseminate this information to all diocesan and parish personnel, especially vocations directors.	19	1%
14. Draw upon the experiences of the "movimientos apostólicos" and other cultural movements to provide education/formation for pastoral leaders	10	0%

and parishioners on issues of cultural diversity.		
Total Checks	2306	

Best Practices of Parish Leadership

Item	Checks	Percentage of Checks
4. Create a culture of accountability through performance reviews for all ministers - ordained, religious and lay - that reflect the application of best practices of emerging models of parish leadership.	409	18%
7. Develop measurable standards for forming collaborative ministers (clergy, religious, and lay ecclesial ministers) to be utilized in seminary and diocesan ministry formation programs. (E.g. human, spiritual, intellectual, pastoral).	329	14%
8. Present a summary of this Ministry Summit at the November 2008 Bishops' meeting.	303	13%
12. Address the issue of one of the major obstacles to ministry, i.e. providing just wage and benefit packages, along with appropriate policies such as flexible work schedules.	195	8%
5. Recommend continuing development of parish-based lay leadership formation programs specific to the needs of and accessible to each parish, based on a core set of competencies.	182	8%
11. Promote the development of small church communities centered on the human, intellectual, spiritual and pastoral areas of formation, as basic units of the parish in a long range plan to realize the life and mission of the parish.	179	8%
6. Promote recognition of lay ecclesial minister certification at the parish, diocesan, and national level, naming the positions that need to be certified, and preparing the parishioners to understand this certification.	155	7%
2. Encourage the organizations represented here to continue to model intentional collaboration and join with other national organizations to foster collaborative pastoral leadership preparation.	140	6%
10. Provide a mechanism and resources for communicating the Emerging Models best practices to all Catholics at the parish level to build consensus on adaptations to sustain the Church.	132	6%
1. Engage national organizations beyond the original six partners in continuing the Emerging Models project studies.	128	5%
9. Recommend that each of the six national organizations at this Summit work together to develop consensus on best practices of pastoral leadership and incorporate these in their mission, training and formational efforts by 2010.	105	5%
3. Recommend that the six organizations be catalysts in the development of lay formation programs and resources for parishes.	75	3%

Total Checks 2332

TOP TEN OVERALL RECOMMENDATIONS

Item	Checks	Percentage of Checks
14. Develop a comprehensive training program and materials for ministry in a multiple-parish environment for diocesan staff, pastors, deacons, parish life coordinators, parish staffs, lay leaders, parishioners and seminarians.	335	4%
23. Define in clear and precise language the roles, responsibilities, and relationships of parish life coordinators, sacramental ministers, priest moderators, and bishops.	296	4%
31. Provide for initial and ongoing formation, education and skill-development for all those in church ministry (ordained, vowed religious,	281	4%

lay ministers, support staff) which balances leadership, administration/management and support roles.		
65. Create a culture of accountability through performance reviews for all ministers - ordained, religious and lay - that reflect the application of best practices of emerging models of parish leadership.	268	3%
21. Develop pastoral planning processes which include greater consultation between lay leaders and pastors of area parishes with diocesan leadership when considering clustering, twinning, merging and closing parishes.	240	3%
3. Advocate for broadening the definition of "Vocations Office" to include lay ecclesial ministers in addition to the ordained and religious life in order to share discernment resources, mentoring, support, etc.	232	3%
4. Encourage training on use and implementation of technological tools that young adults use for communication and networking; at the parish and diocesan levels; for example, well developed websites, blogs, social networking utilities, podcasts, etc.	219	3%
32. Develop comprehensive human resource management systems at the diocesan level that integrate effective practices reflecting Gospel values, adaptable to local/parish needs, including just wage and benefit package.	213	3%
69. Present a summary of this Ministry Summit at the November 2008 Bishops' meeting.	201	3%
41. We recommend that the formation and orientation of foreign born priests include education for cultural awareness and ministry with the particular cultural groups in their parish.	196	3%
12. Create a "toolkit" enabling parish outreach to young adults, that would include resources for engaging young adults to participate in dialog with the parish, and a highly accessible forum for inviting young adults to gather and share their interests gift and talents with the church.	181	2%
5. Establish subsidized internships in lay ecclesial ministry: parishes provide for young adults in training to be lay ministers; longer-term and paid (summer, semester- or year-long) for students and those just entering work force; shorter-term and volunteer (evening, weekend, serial weeks) for those already working or just entering a new parish.	176	2%
68. Develop measurable standards for forming collaborative ministers (clergy, religious, and lay ecclesial ministers) to be utilized in seminary and diocesan ministry formation programs. (E.g. human, spiritual, intellectual, pastoral).	164	2%
20. Develop guidelines to assist parishes transitioning from single to multiple-parish pastoring which could manage change and promote growth.	149	2%
8. Foster and promote the expectation among U.S Bishops that lay ministers must receive a living wage with benefits.	148	2%
15. Study the meaning of "parish" today in light of evolving pastoral realities, needs and circumstances in multiple-parish pastoring.	148	2%
46. Encourage that all formation programs for theology and pastoral ministry for both lay and ordained leadership include formation in multicultural issues, beginning with the basics of multicultural education, evangelization, and ministry.	146	2%
28. Provide diocesan lay ministerial and clerical formation (priests, deacons, and lay ecclesial ministers) for service in the emerging models of parish ministry.	136	2%
17. Give to each bishop the findings from the National Ministry Summit, in order that they may further collaborate with the Multiple-Parish Pastoring Project in their dioceses, and with the 6 national organizations.	127	2%
26. Study the effectiveness of Canon 517.2 in comparison to other staffing models, including pastoring multiple parishes, twinning, and merging of parishes.	121	2%

6. Encourage each diocese to provide significant financial support for those seeking a professional theological education, as well as continuing education for current professional lay ministers.	120	2%
30. Identify and create effective recruitment strategies (practical approaches) that reflect the diversity in the church when attracting people into church ministry (ordained, vowed religious, lay ministers, support staff).	118	2%
61. Create decision-making and advisory structures on every level of church (local/diocesan/national) that reflect the demographic reality (age, gender, ethnicity, language) of these structures; reviewing structures with the question, "Who is not at the table?"	118	2%
72. Promote the development of small church communities centered on the human, intellectual, spiritual and pastoral areas of formation, as basic units of the parish in a long range plan to realize the life and mission of the parish.	118	2%
50. Articulate a vision of the "community of communities" concept that can be adapted nationwide on the diocesan and parish levels and utilize this model as a common way to recognize the value of the true diversity in the Church today.	114	1%
35. Develop comprehensive human resource management systems that apply equitably to all in ministry (clergy, religious and lay ministers).	113	1%
34. Provide pastoral support and care for the well-being of those who currently minister in the church through opportunities such as reflection days, sabbaticals and retreats.	111	1%
33. Foster a work culture and set up a HR structure by which volunteers and lay employees in church ministries have a selection process, job descriptions (including a set of defined required skills), and a mentoring program that serve to encourage success.	109	1%
40. All parishioner faith formation should include: introduction to culture, introduction to cultural diversity; introduction to multicultural ministry, and inter-cultural ministry as an empowering and collaborative move from "doing for" to "doing with."	107	1%
38. Establish "internships" in parishes and diocesan offices that recruit teens and young adults for a potential career in ministry.	106	1%
29. Identify best practices whereby dioceses consult, communicate, and support parish life coordinators.	103	1%
10. Set up a credentialing program for lay ecclesial ministers based upon the competencies in the National Certification Standards for Lay Ecclesial Ministers.	100	1%
71. Provide a mechanism and resources for communicating the Emerging Models best practices to all Catholics at the parish level to build consensus on adaptations to sustain the Church.	98	1%
2. Develop a national web-based campaign for lay, ordained, and religious ministries using "career" language in addition to traditional "vocation" language	96	1%
22. Encourage the six organizations to urgently request that the bishops develop a common title for the position envisioned in Canon 517.2 and that they offer their assistance in achieving this goal.	94	1%
63. Encourage the organizations represented here to continue to model intentional collaboration and join with other national organizations to foster collaborative pastoral leadership preparation.	89	1%
1. Establish a marketing campaign about the positives of lay ecclesial ministry as one way of living out the baptismal call to discipleship.	87	1%
19. Develop a clearinghouse for multiple-parish ministry resources, in order to make them readily available and accessible to all.	83	1%
62. Engage national organizations beyond the original six partners in continuing the Emerging Models project studies.	83	1%

66. Recommend continuing development of parish-based lay leadership formation programs specific to the needs of and accessible to each parish, based on a core set of competencies.	82	1%
54. Implement a systematic, intentional and comprehensive effort in our church -- on a national and diocesan level -- to develop a corps of pastoral leaders that reflects the cultural diversity of the faithful.	82	1%
60. Develop models for parishes to plan for their integration into multi-cultural communities through a clear process to identify the communities within the parish and engage leaders from each community in shaping the identity and ministries of the parish.	82	1%
47. Make ministry education and formation inclusive and accessible in terms of finances, language, geography and culture.	78	1%
37. Encourage dioceses to provide greater financial support for initial and ongoing education and formation of lay ministers.	78	1%
70. Recommend that each of the six national organizations at this Summit work together to develop consensus on best practices of pastoral leadership and incorporate these in their mission, training and formational efforts by 2010.	78	1%
58. Collect more complete data be collected on the complexity of each ethnic group (e.g. Hispanic, European, Native, Asian, African American/African, etc.), the diversity within each group (e.g. Puerto Rican, Mexican, Cuban, Peruvian, etc.), and their implications for ministry in multicultural parishes.	77	1%
13. Create a process for bishops to dialogue with lay ecclesial ministers in their diocese.	76	1%
27. Consider what would be necessary to permit lay parish life coordinators to preach following the Gospel at Eucharist.	76	1%
16. Provide the body of Bishops an opportunity to learn about the current pastoral realities of multiple-parish pastoring.	76	1%
67. Promote recognition of lay ecclesial minister certification at the parish, diocesan, and national level, naming the positions that need to be certified, and preparing the parishioners to understand this certification.	76	1%
57. Develop new paradigms of pastoral leadership which are more reflective of the multicultural Body of Christ.	75	1%
11. Create a model for ongoing education for church leadership focusing on management and mentoring of those young adults coming into ministry in the church	72	1%
44. Develop models of reconciliation for individuals, groups, and parishes experiencing cultural conflicts.	71	1%
55. Engage parishes and dioceses in identifying ethnic leaders, affirming them, and inviting them to enter a process of formation.	66	1%
18. Develop a pastoral letter, or statement, that will provide norms and guidelines for multiple-parish ministry.	63	1%
42. Address the lack of culturally diverse leadership, which we believe are rooted in racism and prejudice between/among different cultural groups in the body of Christ, by different communities coming together for social, educational and religious events.	56	1%
39. Provide formative experiences for those in ministry that facilitate vibrant, welcoming, Eucharistic communities.	52	1%
24. Encourage NALM, in partnership with other organizations, to spearhead a process for the revision of national standards and competencies for the position envisioned in Canon 517.2.	51	1%
45. Strongly encourage bishops and other pastoral leaders to embrace the richness of cultural diversity by supporting education and formation programs to develop the next generation of lay leaders for our parishes.	50	1%
25. Develop educational resources on the role of parish life coordinators	44	1%

as a way to catechize parishioners about Canon 517.2.		
51. Purposefully integrate the dimension of multiculturalism in all aspects of parish and diocesan life—including national conferences—such as pastoral planning, parish life, and parish leadership.	43	1%
52. Strongly encourage Summit organizational leaders to incorporate into their strategic goals, opportunities "to imagine what a truly multicultural diverse parish" looks like and include those partners we still need to invite to the table.	42	1%
64. Recommend that the six organizations be catalysts in the development of lay formation programs and resources for parishes.	40	1%
43. Develop formation opportunities rooted in Church documents on multicultural ministry to assist pastoral leaders at all levels to confront their own cultural bias.	39	1%
7. Secure funding from foundations and corporations and individuals to support young lay ecclesial ministers (e.g. subsidize their salaries).	31	0%
48. Encourage national organizations to partner with the bishops to concretize their priorities for multicultural diversity in pastoral leadership by developing and making available the financial resources for lay ministry formation in diverse communities.	30	0%
36. Develop appropriate human resource management practices for those employed in more than one parish.	29	0%
56. Encourage diocesan and parish leaders to implement at the local level the documents that focus on cultural diversity and multicultural ministry.	25	0%
49. Work toward just and adequate allocation of liturgical, ministerial, formation, and human resources for the different communities within a parish.	21	0%
9. Establish a system of shared professionalization for both the minister and the hiring agent (i.e. parish, diocese, vicariate, deanery, chancery).	21	0%
59. Identify the causes of the current imbalance in multicultural representation among our pastoral leaders and disseminate this information to all diocesan and parish personnel, especially vocations directors.	18	0%
53. Draw upon the experiences of the "movimientos apostólicos" and other cultural movements to provide education/formation for pastoral leaders and parishioners on issues of cultural diversity.	8	0%

Total Checks

7752