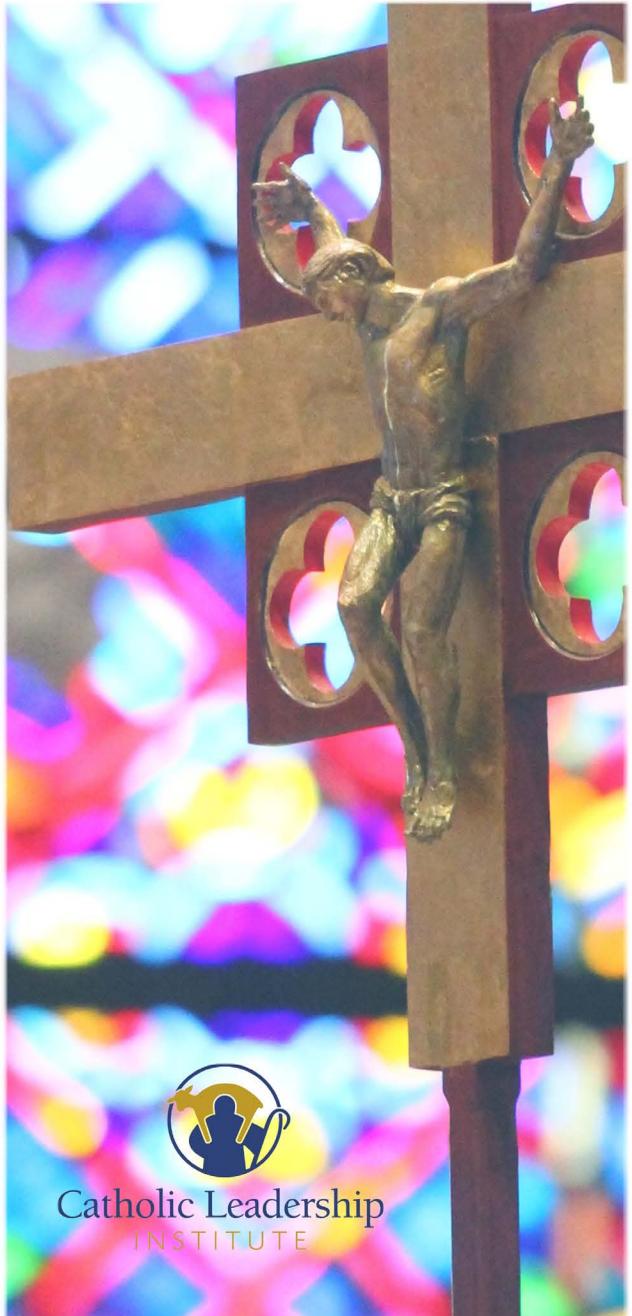


# PREPARING FOR THE NEXT GENERATION

THE FUTURE IS IN OUR HEARTS  
AND IN OUR HANDS

*“THE FUTURE IS IN YOUR HEARTS AND IN YOUR HANDS. GOD IS ENTRUSTING TO YOU THE TASK, AT ONCE DIFFICULT AND UPLIFTING, OF WORKING WITH HIM IN THE BUILDING OF THE CIVILIZATION OF LOVE.”*  
– ST. POPE JOHN PAUL II



Catholic Leadership  
INSTITUTE



## TABLE OF CONTENTS



*Building  
a  
Future...*

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Letter from the CEO and Board Chair	4
Our Purpose	5
Your Impact by the Numbers	6
The Next Generation Parish: Making the “Unimaginable” Possible	8
The Call to Build More and BE More	12
Statement of Financial Activities	16
Board of Directors & Leadership Team	18
Episcopal Advisory Board & National Advisory Board	19
Gratitude for Your Gifts	21



## LETTER FROM THE CEO AND BOARD CHAIR



Catholic Leadership  
INSTITUTE

Dear Friends of Catholic Leadership Institute,

Last year in our Impact Report, we wrote to you about hope for the future.  
*This year, we write to you about building the future.*

The challenge of building the future of our Church relies upon the hearts and hands of all Catholics. We have a shared responsibility, a shared blessing, to build the foundation of our Church for generations to come.

The quote that frames this report is a note of gratitude to those who not only believe in the future of our Church in their hearts, but who have rolled up their sleeves and used their hands to build it with us. We at Catholic Leadership Institute are blessed to experience the hearts and hands of those who have shared with us their generosity, volunteerism, program participation, and guidance through roles on our Boards, as volunteer leaders, and as donors. Without you, our work is not possible. With you, we have the potential to do beautiful things for our faith.

**We see progress in our Church every day because of your philanthropy.** Through our work with more than 100 dioceses, 275 bishops, almost 3,000 priests, and more than 30,000 lay leaders, we have encountered Christ in magnificent ways and witnessed remarkable glimpses of what the future can hold.

This past year, thanks to your support, we have had a special focus on two programs, **The Next Generation Parish** and **Called For More**. We truly believe that these two initiatives will provide a strong foundation for the future of our Church and ensure that the faith and parishes of the Next Generation and beyond will be built upon the strongest rock.

We and **the many courageous leaders we serve** have hearts and hands that are hard at work within these new projects – in this report, it gives us great joy to share them with you. The impact they are making is incredible. We cannot afford to wait to build the future or to just hope someone else will build it. Leaders are stepping up NOW to make tomorrow possible for future generations of Catholics. Thank you for being one of those leaders.

Today, and every day, we thank you for your discipleship, your faithfulness, and your generosity to Catholic Leadership Institute.

With hearts and hands ready to build alongside you,

Dan Cellucci  
CEO, Catholic Leadership Institute

William S. Orosz  
Chairman of the Board

**OUR PURPOSE:**  
CATHOLIC LEADERSHIP INSTITUTE PROVIDES BISHOPS, PRIESTS, RELIGIOUS, DEACONS, AND LAY PERSONS IN THE ROMAN CATHOLIC CHURCH WITH WORLD-CLASS, PASTORAL LEADERSHIP FORMATION AND CONSULTING SERVICES THAT STRENGTHEN THEIR CONFIDENCE AND COMPETENCE IN MINISTRY, ENABLING THEM TO ARTICULATE A VISION FOR THEIR LOCAL CHURCH, TO CALL FORTH THE GIFTS OF THOSE THEY LEAD, AND TO CREATE MORE VIBRANT FAITH COMMUNITIES ROOTED IN JESUS CHRIST.

## YOUR IMPACT BY THE NUMBERS

As we look back on the 28-year history of Catholic Leadership Institute, we are filled with gratitude for you, for your faithful hearts and hands. The foundation of our apostolate is a house built upon solid ground thanks to our loyal benefactors, devoted volunteers, visionary Board members, and dedicated program participants. Because of you, we have the faith and courage to envision an amazing future of our Church. This past year, we have been able to engage in new, innovative projects that have the opportunity to combat the challenging trends of our Church. These programs are made possible by you. You are truly a blessing.



# Blessed...



We are so thankful for each donor who has bestowed generosity upon Catholic Leadership Institute; each gift of time, talent, and treasure that you share with us moves our mission forward step by step. Our apostolate is so dedicated to serving Church leaders – bishops, priests, lay leaders, deacons, religious – and we are able to fulfill this mission because of you. More importantly, leaders are able to live their vocation, serve their parishes and communities, and bring others closer to Jesus Christ because of you. What a wonderful gift you have given to our faith. The impact you make is tremendous and inspiring, and we feel blessed.



# THE NEXT GENERATION PARISH: MAKING THE “UNIMAGINABLE” POSSIBLE

*“Great is the LORD, and greatly to be praised, and his greatness is unsearchable. One generation shall commend your works to another, and shall declare your mighty acts.”  
Psalm 145:3-4*

*Have you ever seen a pastor get a standing ovation for his homily?  
Find out how this priest brought his congregation to its feet...*

## **The Next Generation Parish: Real Results, Renewed Parishes, & Growing Relationships with Jesus**

Never before in the 28-year history of Catholic Leadership Institute has a project been so important. Never before have we had the opportunity to transform our faith like this. Generosity is the flame that has ignited our transformative initiative, The Next Generation Parish.

This groundbreaking endeavor has the ability to renew parish life, foster opportunities for families and young people, build a place for every parishioner, set a parish vision, lay the foundation for the future, root parishes in strong financial and organizational footing, provide more opportunities for growing in discipleship, and ultimately, bring more people to know and Love Jesus Christ.

### **Dioceses Rise Up and Say “Yes”**

This initiative is at work in five dioceses: Jackson, Biloxi, Orlando, Ft. Wayne-South Bend, and Philadelphia. They have courageously been amongst the founding participants in this endeavor.

Through our early work with these dioceses – all of which has been made possible by generous donors – we have already seen outstanding and uplifting impact. Pews have slowly but surely begun to fill, collections have grown, pastors have refined their leadership and the leadership of their parishes, and so much more.

### **Jackson: Short on Funds, Rich in Courage**

Jackson is a unique diocese. With less than 50 priests, the Diocese of Jackson covers almost the entire state of Mississippi. Their needs are great, and priests often drive hundreds of miles to cover all of the parishes. Half of the churches in the diocese have a membership of under 100 people, but they are places of devout faith.

### **Mission Diocese on a Mission**

Jackson is a mission diocese, a diocese that is unable to offer its people the basic pastoral ministries of word, worship, and service without outside help or philanthropy.

While resources may be lacking in these impoverished dioceses, their love for Christ is steadfast, and their gratitude is profound.

The seven participating parishes from Jackson are energizing, inspiring, and hopeful. They are so grateful for the opportunity to be a part of this project, and they are aware of and profoundly appreciative of the donors who have made it happen.

## **St. James Parish: A Seventh Generation Church Builds the Next Generation**

One particular parish that has benefitted from this philanthropy is St. James Parish, pastored by Fr. Tim Murphy. As they look to build the next generation, Fr. Tim and his parishioners first looked back on the generations that preceded them. Founded in 1878, the parishioners of St. James today are the Seventh Generation of the parish.

In that time, they have evolved from a mission Church who only celebrated sacraments 2-3 times a year to one of the largest, most active, and multicultural churches in the Diocese of Jackson. When describing what this project means to them, St. James defined Next Generation Parish as “a path forward.” Their hearts and hands are focused on the future.

### **“We Cannot Stand Still”**

Admirably, while Fr. Tim and his parishioners are proud of where they have evolved from, he proclaims, “We cannot stand still. What was unimaginable even two or three generations ago is now our daily life of faith and service...” St. James and other parishes who participate in this endeavor know they need to grow, adapt, and move forward. They want to look back generations from now, and know that they have made an impact. That is why they intrepidly embarked upon The Next Generation Parish.

### **A Plan and a Vision**

The Next Generation Parish endeavor is a four-year, comprehensive journey. Here is a look at how it evolved just over one year into the project...

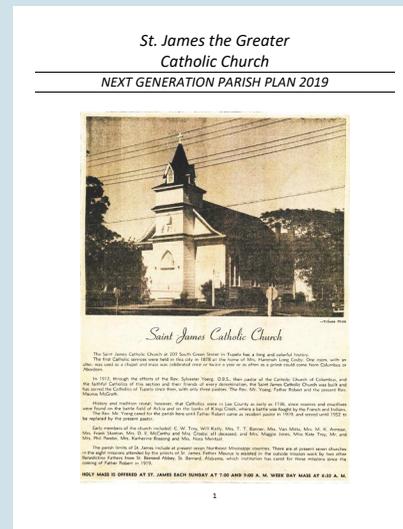
First steps for all parishes include intense assessment, data gathering, and the Disciple Maker Index. Close to 400 members of St. James Parish completed the Disciple Maker Index survey. Next, an Envisioning Team is formed to create a plan for the future of the parish, a six-month process. The parishioners of St. James, with the help of Catholic Leadership Institute, have created an action-oriented and focused plan.



## “To Love God, serve His people, and become a united community in Christ.”

The St. James’ Envisioning Team comprised a diverse cross section of parishioners. Their team mission, “To Love God, serve His people, and become a united community in Christ,” guided their efforts, along with the Holy Spirit.

Fr. Tim shares, “The plan is intended to strengthen the Parish. It continues to make us servants of the Lord Jesus — whom we meet each day in our community among the people most in need. We hope and pray that the values and priorities described below will ensure that Saint James remains a Next Generation Parish worthy of this Mission Statement.”



Below are the three pastoral priorities that emerged from the planning process. They will be the guiding compass from now until 2024.

1. **Parishioner Engagement**
2. **Faith in Action**
3. **Shared Leadership**

To see the full plan, complete with a vision, values, priorities, and SMART goals with milestones, please visit: [CLICK](#)

# Hope...

### Vision, Hope, & Applause

Two Sundays before Christmas, Fr. Tim and the Envisioning Team, presented the plan at every Mass. **Each time, a standing ovation followed with clapping hands and full hearts.** The resounding feedback from parishioners is that the Next Generation Parish is “**giving them hope**” – both parishioners and pastors have expressed deep gratitude for the support of Catholic Leadership Institute and our benefactors.

### What’s Next for the Next Generation Parish?

Now that the plan has been shared, the real challenge and opportunity lies in the transition from envisioning to implementation. We know St. James, Jackson, and all of our Next Generation Parishes are up to the challenge.

What was “unimaginable” just a few generations ago is now a place to begin building further. What is unimaginable – and beyond – can be the reality for parishes around the country as they continue the Next Generation Parish program, with hearts and hands ready to build.

## REAL RESULTS



**As Orlando, our pilot Next Generation Parish diocese, begins it's third year on this journey, we share a few highlights from participating parishes:**

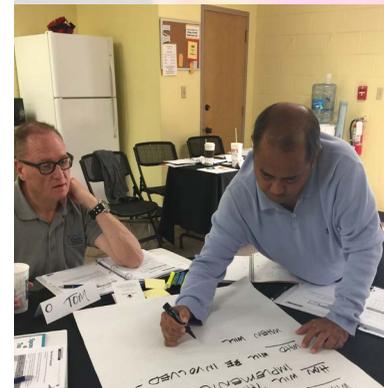
**St. Theresa Parish**, armed with survey results, saw an opportunity for the Hispanic community. The parish began a Spanish Mass which has grown now into Hispanic religious education and RCIA.

- *The Hispanic Saturday evening Mass attracts 90 – 130 attendees.*
- *The Hispanic religious education class has 30 children, First Communion Preparation 14, Confirmation Preparation 9, and RCIA 5.*



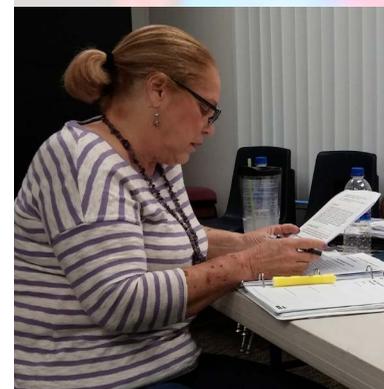
**St Mary Parish’s** Mass attendance increased by more than 75% and the number of new families joining the parish increased by 88% from 105 to 198 since the time NGP was launched.

**St. Andrew Parish** introduced Adult Bible Study during the same time as CCD classes, attracting over 50 participants and offered in three languages.



**Most Precious Blood Parish** saw parish offertory grow by over 10% since NGP began.

**Epiphany Parish** saw both an increase in Mass attendance and offertory. Notably, weekday Mass has gone from low attendance to pews full enough to astound visiting priests.



**All Souls Parish’s** DMI results showed a need to equip parishioners to share their witness story – a crucial driver of discipleship; they had no parishioners who could do this when NGP began. Now, 16 people are sharing their witness stories in various ways and training others to do the same.



## THE CALL TO BUILD MORE AND BE MORE

*“To this you were called, because Christ suffered for you, leaving you an example, that you should follow in his steps”. 1 Peter 2:21*

*Dioceses open their hearts to technology, teaching, and transformation.*

### **An Innovative Initiative: Called for More**

At the heart of Catholic Leadership Institute’s mission is supporting our priests. Most recently, the call has been to understand how we can best walk alongside them in new ways and into the next generation. As a result, we embarked upon a project that will not only care for their hands as leaders, but their hearts as people.

Catalyzed by a \$1,000,000 grant from the Lilly Endowment and donor support, Catholic Leadership Institute has begun **piloting an innovative, unique service, Called For More**. This service will revolutionize the way the Catholic Church approaches the priest placement process, by expanding and shifting the diocesan mindset around placing priests and how to support priests and parishes through that process.

### **Three Crucial Areas of Support**

The service will accomplish the following three aims:

#### **A Process for Priest Placement:**

Called For More will use technology to better align priests’ gifts and skills with the needs of parish communities so that they are placed strategically.

#### **Individual Transition Plans:**

The program will equip pastors and their new parishes with individualized, long-term transition plans.

#### **Personalized Support:**

Catholic Leadership Institute will offer targeted roadmaps for self-care, mentorship, and professional development to support pastors through their ministry transitions.

Catholic Leadership Institute hopes that this new service will maximize the potential for effective leadership, support thriving parish communities, and truly care for our priests.



### **Caring for Hearts & Hands**

This project is all about building the Next Generation and preparing our priests to shepherd for generations to come. Right now, there is tremendous concern for the health and welfare of our priests as they are facing increased operational expectations in light of declining numbers of priests and additional demands for their time.

During the development phases of this program and technology, we sought the input of priests around the country so we could best understand their challenges and serve them.

Here are just a few examples we heard from wonderful priests who experienced a spectrum of challenges when taking on a new pastoral assignment:

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*“When I began as an associate pastor, it felt daunting at times to respond to the needs and motives of the many people who came to me for both pastoral and temporal needs. It was challenging being made a pastor after only three years of ordination, but even more so because I was asked to pastor four parishes! After several years I became overwhelmed by the idea of having to do ministry in four places at the same time...”*

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*“Like many priests, I am quick to put the needs of others before my own. Amid the stress of transitioning to a new parish, I quickly gained 20 pounds in my first year as a pastor.”*

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### **Rewriting the Stories**

Sadly, stories like these are not uncommon among pastors. According to Catholic Leadership Institute’s research of over 3,000 priests, 45% of priests are instinctively more likely to accommodate the needs of others over their own. Additionally, almost 70% of priests look to others to create a roadmap or process they can follow – be that a pastoral vision of their bishop or a program of self-care as examples. Given these percentages, it is less likely that the majority of priests will feel confident or competent to design a program of self-care and support for themselves. They need and want a roadmap to follow and shape. Called For More will help provide that roadmap.

**Called For More will help priests write different stories.**

**Dioceses Boldly Step Forward to Be Pioneers**

We are proud of the dioceses who have courageously stepped up to be a part of the founding participants in this project. We have had more interest than expected in this service from dioceses around the country, and to date, four arch/dioceses are already hard at work:

**DIOCESE OF LANSING, MI**



**ARCHDIOCESE OF MILWAUKEE, WI**



**DIOCESE OF SAVANNAH, GA**



**DIOCESE OF TULSA, OK**



These dioceses provide a diverse spectrum of parishes, including those near military bases, in rural areas, areas of diverse wealth, locations for great growth, and university settings.

Each will use innovative technology to conduct comprehensive information gathering on every priest and parish in the diocese, administer the Disciple Maker Index, and participate in extensive training and future planning. This is a tremendous undertaking as every parish and all priests must participate; but, the opportunity for learning and transformation is worth the effort.

**Happier, Holier Priests**

To date in our work, we have seen a genuine sense of excitement from both bishops and priests. They recognize that there is a need for something more, a better way to care for our priests who care so deeply about their flock. We truly believe that Called For More will help priests in a revolutionary way.

Called for More will provide a smoother, very transparent opportunity to get started at a new parish. It will show true concern for the priests' personal life, health, and responsibilities. Do they have parents to take care of, health conditions, an assignment where a brother priest is ill, retiring, or being moved? Those things are recognized and considered. They will have a personal plan focused on their gifts and abilities as well as areas to grow and improve.

Called for More provides a view that does not exist today and a more intentional, more effective way to support our priests and allow them to be in the best possible place for parishes and themselves.

Archbishop Gregory Hartmayer of Atlanta, formerly Bishop of the Diocese of Savannah, shares that his whole desire for undertaking this process is to "create a happier, holier environment."

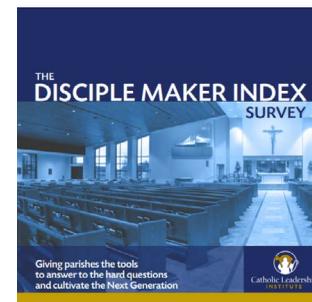
This is a big vision – we are grateful to donors. Your continued help us will allow us to respond nationally. Right now, we have dioceses who have expressed interest in this program but could not possibly afford it. We are grateful for your support, and we continue to need and rely on you.

**Better Builders**

Ultimately, Called for More will allow priests to be better builders: builders of the next generation, builders of vibrant parishes, builders of strong leadership, and builders of more and deeper relationships with Jesus Christ for people around the country. With healthier, happier, and holier hearts and hands, the future for priests and parishes is a bright one.

**THE DISCIPLE MAKER INDEX**

CLI's Disciple Maker Index (DMI) is one of the largest research projects in the Catholic Church, capturing over 135,000 parishioner responses. This 75-question survey has played a key role in the Next Generation Parish program and will be a crucial component of **Called for More**.

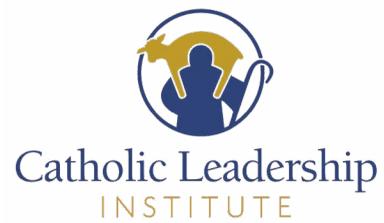


To see the full survey results please visit: [CLICK](#)

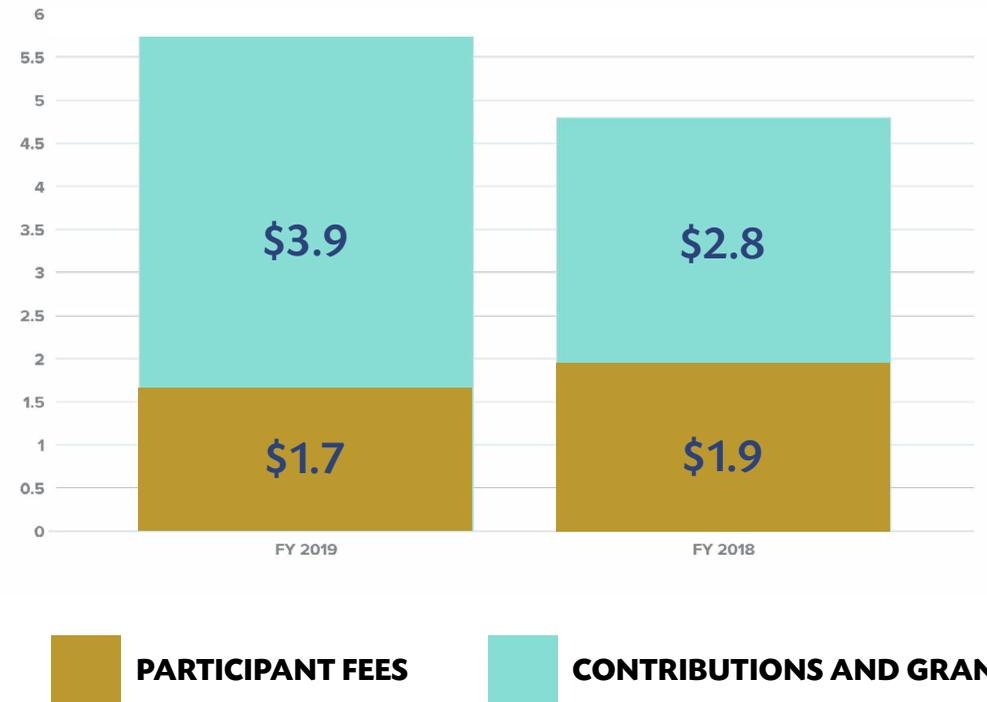
**136,775 TOTAL RESPONSES TO THE DISCIPLE MAKER INDEX SURVEY**  
**28 DIOCESES OVER 600 PARISHES IN THE U.S. & CANADA**  
67% WOMEN AND 33% MEN  
78% BETWEEN THE AGES OF 36 AND 75  
64% HAVE BEEN MEMBERS OF THEIR PARISH FOR MORE THAN 10 YEARS  
**90% OF RESPONDENTS REPORT GOING TO MASS AT LEAST WEEKLY**

# STATEMENT OF ACTIVITIES: FINANCIALS

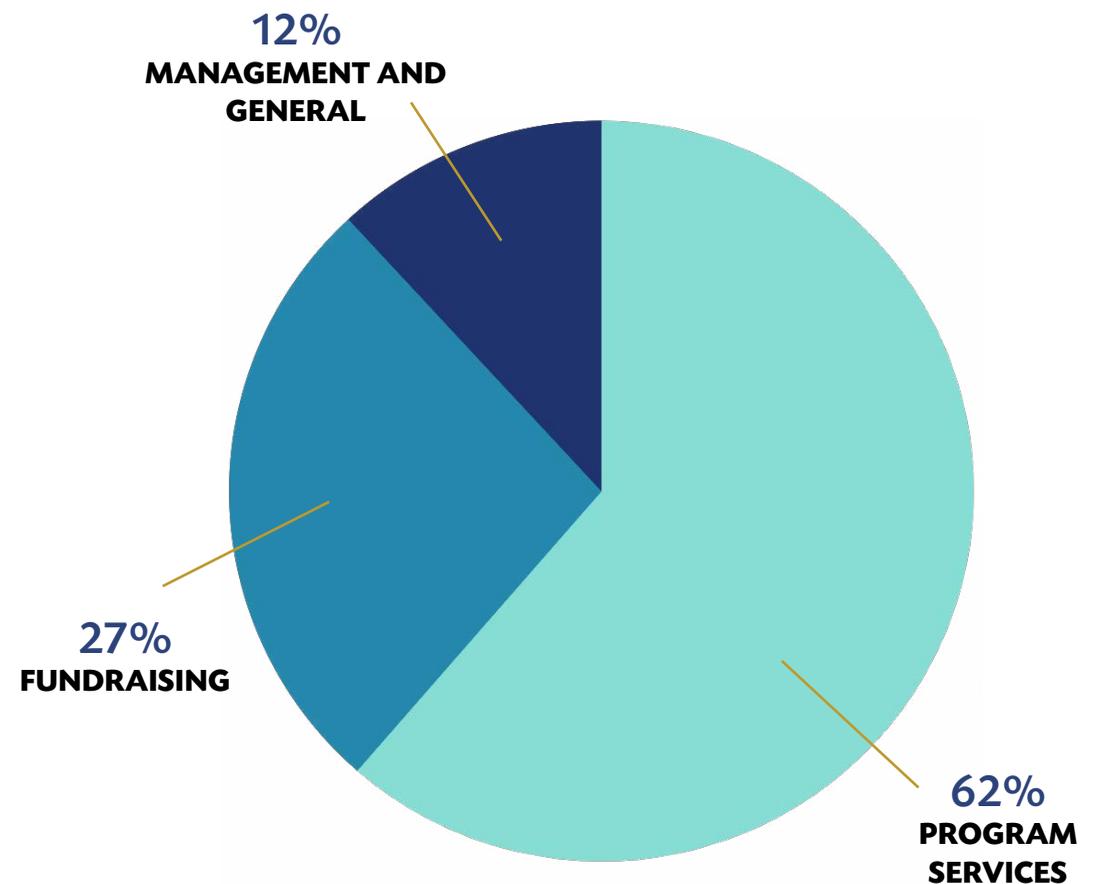
SUPPORT AND REVENUE	FY 2019	FY 2018
Participant Fees	\$1,734,485	\$1,940,087
Contributions and Grants	3,879,433	2,811,128
Investment and Other Income	62,782	10,742
<b>TOTAL SUPPORT AND REVENUE</b>	<b>\$5,676,700</b>	<b>\$4,761,957</b>
EXPENSES		
Program Services	\$2,522,024	\$2,572,429
Fundraising	1,072,209	948,079
Management and General	479,715	436,224
<b>TOTAL EXPENSES</b>	<b>\$4,073,948</b>	<b>\$3,956,732</b>
<b>INCREASE/(DECREASE) IN NET ASSETS</b>	<b>\$1,602,752</b>	<b>\$805,225</b>



# SUPPORT AND REVENUE



# EXPENSES



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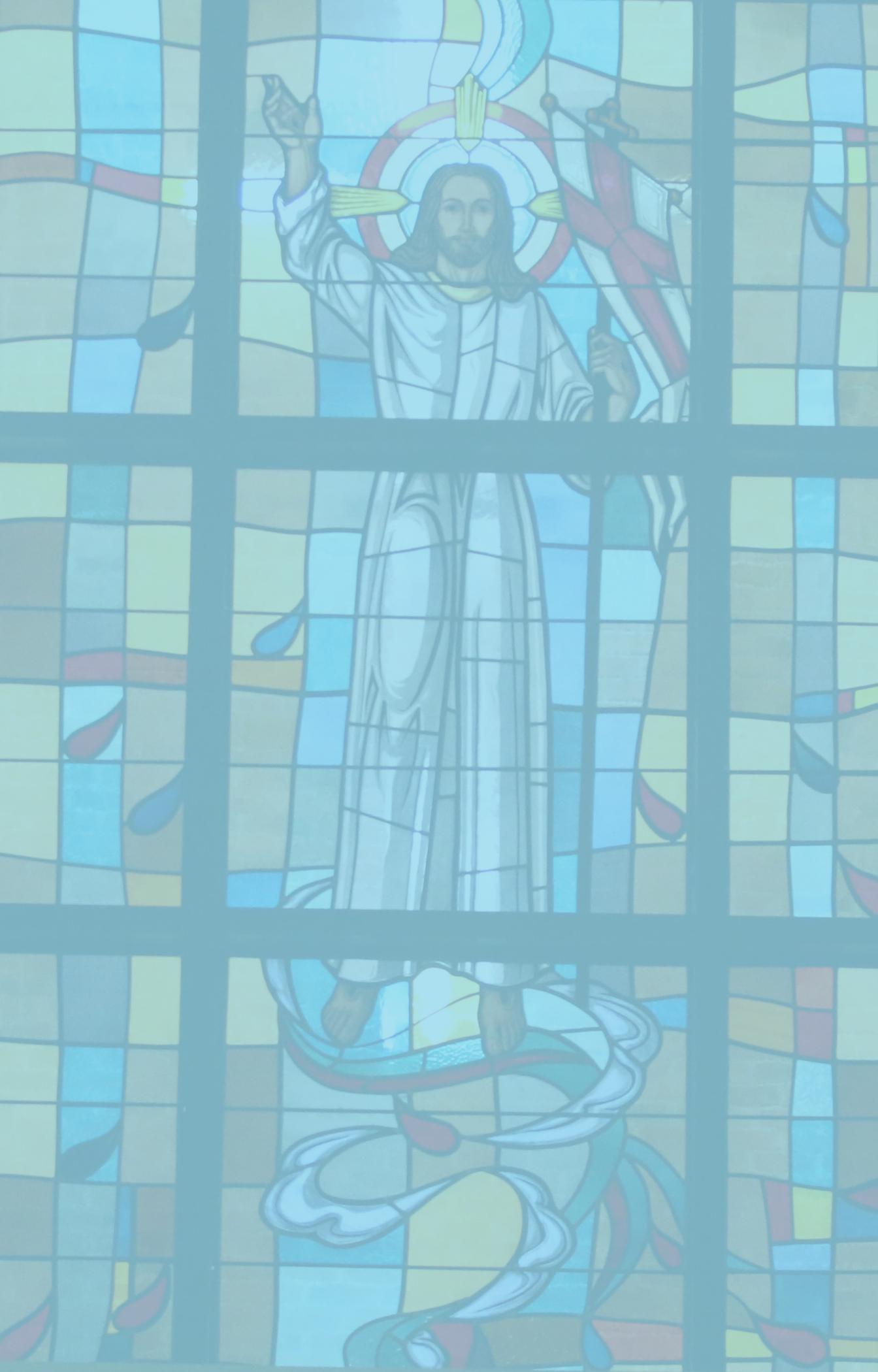
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Most Rev. David A. Zubik  
Bishop of Pittsburgh

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## LEADERSHIP TEAM



Catholic Leadership  
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Right now at Catholic Leadership Institute, we are dedicated to building a future for our Church, and we can only do that because of our loyal benefactors: because of your generous giving, your faithful prayers, and your guidance and expertise. You have answered the call to come and lay the foundation for the Church so that those you care about and those who follow will worship, pray, and learn to love our Lord in the same way we have.

*Thank  
you...*

**Thank you for rolling up your sleeves and working towards the future of our Church with us. Because of you, we believe the Church will be here and vibrant for generations to come.**

Every day, we are thankful for your hearts and your hands, ready to build, already building.

*"...he commanded our fathers  
to teach to their children,  
that the next generation might know them,  
the children yet unborn,  
and arise and tell them to their children,  
so that they should set their hope in God  
and not forget the works of God,  
but keep his commandments..."*  
Psalm 78:5-8

# IMPACT REPORT 2019

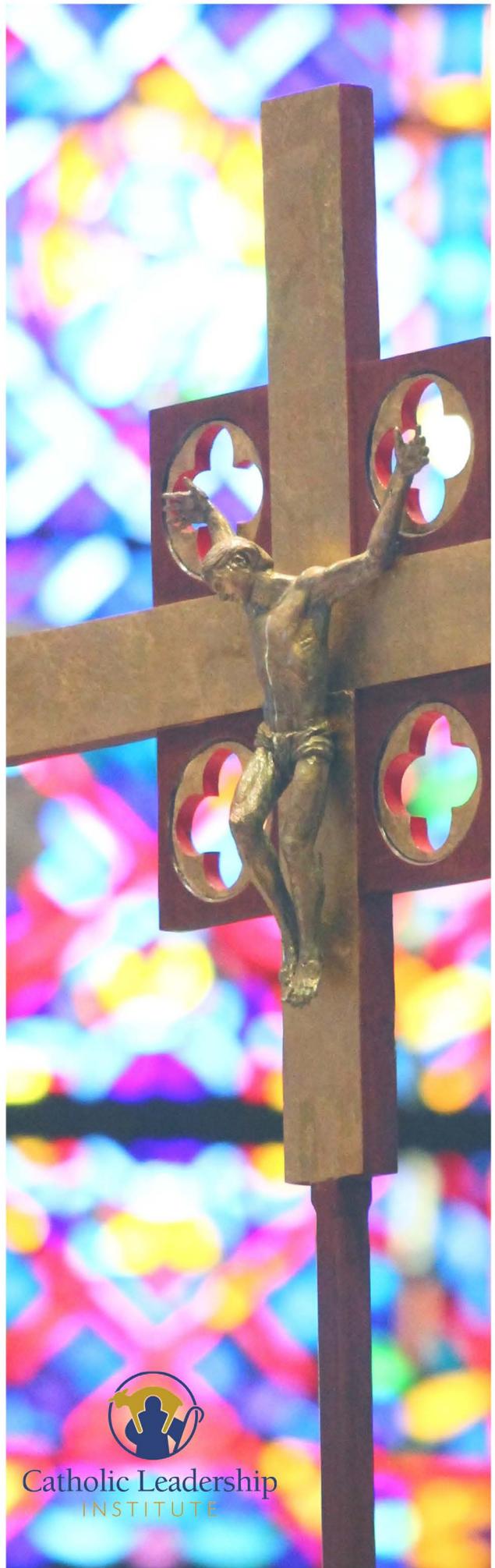
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