

Diocesan Stewardship and Development Team: How to Maximize Its Effectiveness

Or, is your faith strong enough to work for the Church?

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<p>Diocese of Lubbock (West Texas) 136,000 self-identified Catholics Mission Diocese – 63 parishes (a third of which are missions); 45 priests Predominantly Hispanic Half the Catholic population resides in Lubbock County; rural communities drying up. All 25 counties in Diocese exceed state and national average for poverty.</p>	<p>Diocese of Fort Worth (North Central Texas) 950,000 self-identified Catholics 90 parishes, 1 mission, 19 Catholic schools 107 active priests Ethnically diverse, all materials prepared in English, Spanish, Vietnamese and some in Korean. Rapid growth in building new parishes and schools, as well as expanding existing ones.</p>
<p>\$1.4 Annual Appeal, 13K database, 50% participation</p>	<p>\$3.3 Annual Appeal, 90K database, 11.58% participation</p>
<p>Two person FT Staff for Stewardship & Development, a portion of their time on contract to the separately incorporated Catholic Foundation; all gift processing for the Diocese handled by the Finance Office; database on Shelby System Finance Software with Excel exports</p>	<p>All fundraising assigned to separately incorporated Advancement Foundation with a staff of four full-time (all Catholic) and five contract gift management personnel (only one of which is Catholic); Raiser’s Edge database management</p>
<p>Roles and Responsibilities: Director – Grants, Major Gifts, Catholic Foundation, Planned Giving, Special Events, Stewardship Education, Serves on Annual Appeal Committee with representation from Clergy, Finance, Laypersons, Diocesan Staff Assistant – Assists with Above</p>	<p>Roles and Responsibilities: Director – Major Gifts, Parish Capital Campaigns, Long Range and Strategic Planning, Board Relations (holds CFRE) Associate Director – Annual Appeal, Planned Giving, Special Collections (National and Diocesan) (seating for CFRE exam in fall) FT 1 - Stewardship Education and Parish Liaison FT 2 - Special Events, Grants, Bishop’s Guild (\$2,500 annual donation for 3 years) X 400 member couples = \$1M for seminarian education</p>
<p>Right People in the Right Role: using tools like StrengthsFinder; past experience and skill sets assign responsibilities for broad functional areas and within major projects</p>	<p>Right People in the Right Role: using tools like StrengthsFinder; past experience and skill sets assign responsibilities for broad functions and within major projects</p>
<p>Leadership Development: <i>Stewardship: A Disciple’s Response</i> and <i>The Spirituality of Fund-Raising</i> are required first reads for new hires; participation in courses and workshops offered by Volunteer Center and local community foundation, paid membership in AFP (Association of Fundraising Professionals) and attendance at ICSC Conference and Region X Retreat for Director and Assistant; support for staff holding board positions with ICSC and AFP</p>	<p>Leadership Development: Participation in conferences and workshops offered by AFP and PPP (Partnership for Philanthropic Planning), paid membership in AFP, PPP and attendance at ICSC Conference and Region X Retreat for Director and Key Staff support for staff holding board positions with ICSC and AFP; CFRE encouraged</p>

<p>Spirituality: Retreats not counted against vacation days; attendance at all Diocesan training for lay leaders at no charge; daily Mass; spiritual direction encouraged. During ICSC staff balances nuts and bolts learning sessions with spirituality of stewardship sessions; staff retreats during Lent and Advent. Prayer before meetings and before meals, especially when dining out.</p>	<p>Spirituality: Daily Mass; participation in Lay Orders, Retreats, Catholic organizations and papal orders encouraged. During ICSC conferences staff plan track attendance to balance learning sessions with spirituality sessions; staff retreats during Lent and Advent. Prayer before meetings and before meals, especially when dining out.</p>
<p>Team Building: Birthday celebrations; lunches out at special restaurants; some evening and weekend activities with families; strong working relationships and friendships with counterparts in Region X.</p>	<p>Team Building: Monthly staff birthday luncheons; lunches out at special restaurants when new hires come or to celebrate successes – both on the job or personally (new babies, children graduations; son entering major seminary); strong working relationships and friendships with counterparts in Region X.</p>
<p>Communication: Regular feedback and praise for good efforts, reporting from Department Head Meetings to staff one time monthly, formal annual performance review; director sees role as removing obstacles from staff and leading staff to someday be her replacement</p>	<p>Communication: Regular feedback and praise for good efforts, reporting from Department Head Meetings every other week, performance review after 90 days; formal annual performance review; director sees role as removing obstacles from staff and leading staff to someday be her replacement</p>
<p>Flexibility: new mother allowed to bring nursing baby to work for four months; tenured staff able to gift vacation time to newer hires</p>	<p>Flexibility: new mother allowed to work from home two days each week; flex time for staff to make up for after hours and weekend work</p>

Fund-raising is a very rich and beautiful activity. It is a confident, joyful and hope-filled expression of ministry. In ministering to each other, each from the riches that he or she possesses, we work together for the full coming of God's kingdom.

- Henri Nouwen, J.M. *The Spirituality of Fund-Raising*