



Strategic Planning Survey

October 2018
Report and Analysis

Prepared by:

Bill Newland & Tim Ryan



W. Grant Peirce IV



Procedure

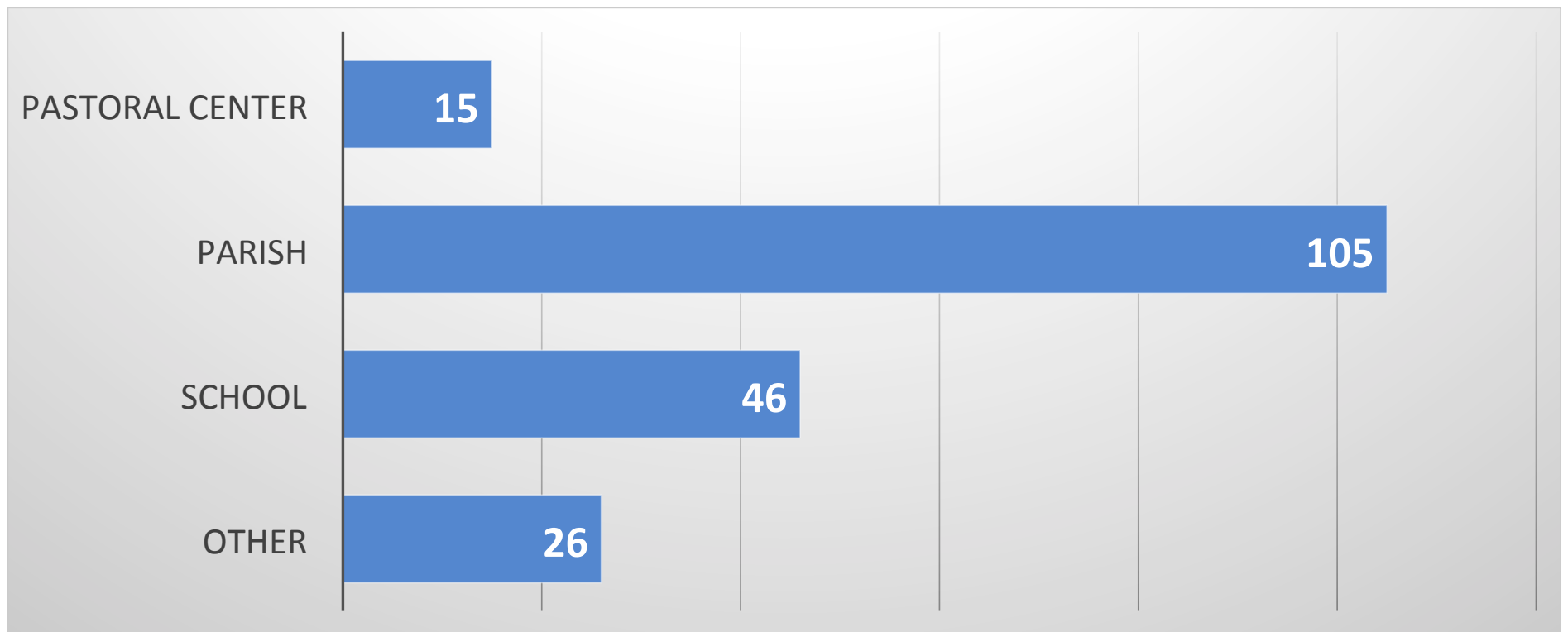
- Online inventory* was sent to 335 individuals working throughout the diocese
- Received 194 responses (for an 58% response rate)
- Individuals were asked to respond to 18 statements relating the strategic functioning of the diocese
- Individuals were asked to provide their thoughts on seven open-ended questions
 - What are the greatest attributes of the Diocese of Toledo? (165 responses)
 - What should the diocese start doing or do more of? (167 responses)
 - What are the things we are not doing well in the Diocese of Toledo? (169 responses)
 - What should the diocese stop doing or do less of? (126 responses)
 - What do you see the greatest opportunities for the Diocese of Toledo to serve? (155 responses)
 - Which ministries and pastoral opportunities should be a priority of the diocese? (162 responses)
 - What are the most significant threats to achieving the diocese's mission? (155 responses)
- Responses were rank ordered and compared across four demographic variables (Location, Role within the Diocese, Geographic Region, and Years of Service).
- Several significant finding were found within the Location and Role within the Diocese demographics with Schools generally responding less positive than the other locations and the Laity generally responding more positively than Priests.

* Note: The Toledo Strategic Planning Inventory was found to be highly reliable with Coefficient Alpha > .91

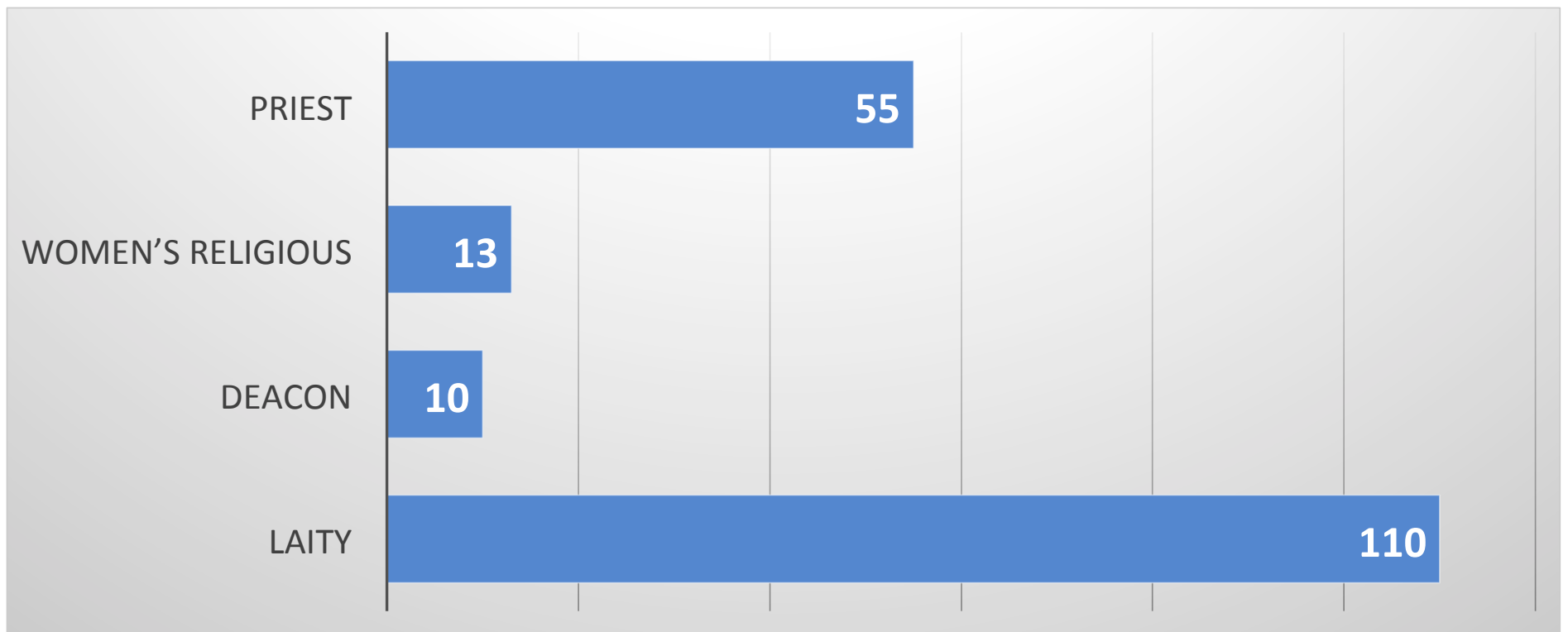
General Analysis

- Demographics
- Top Five ranked statement
- Bottom Five ranked statements
- Ranked Statements

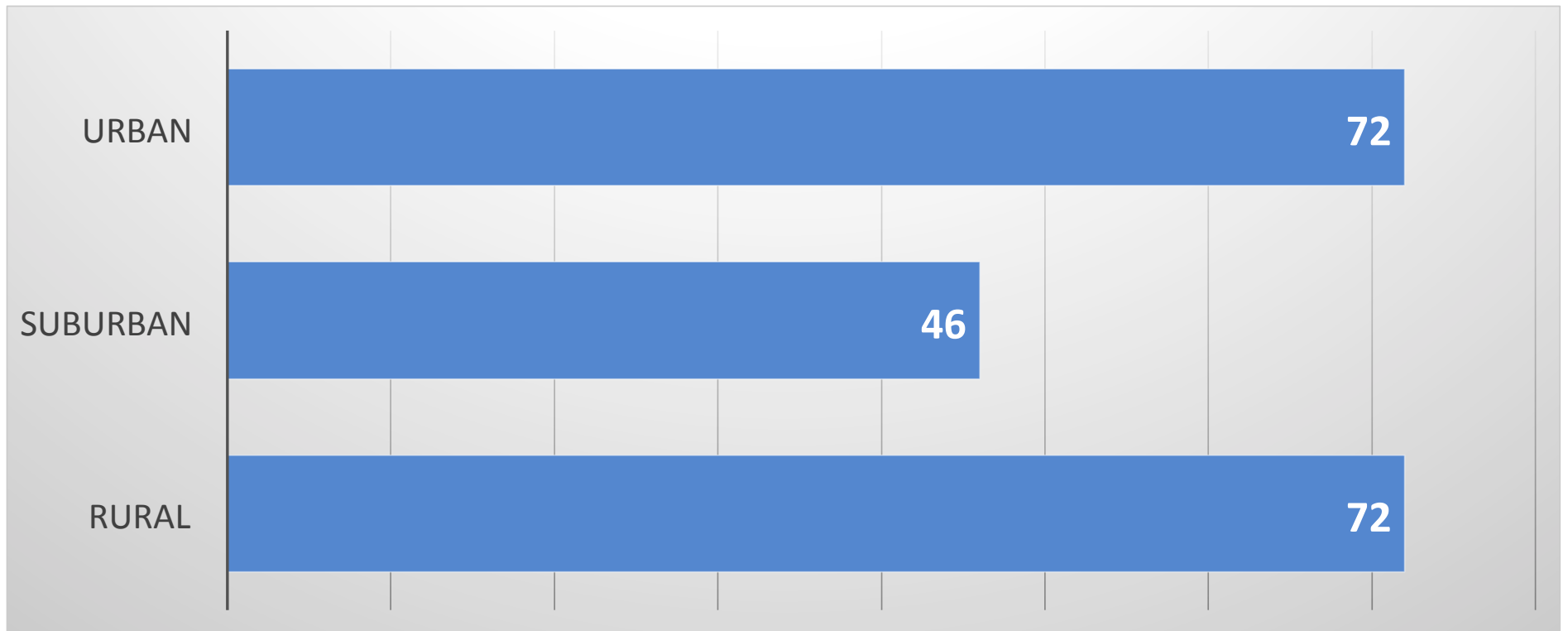
Please identify the location you work:



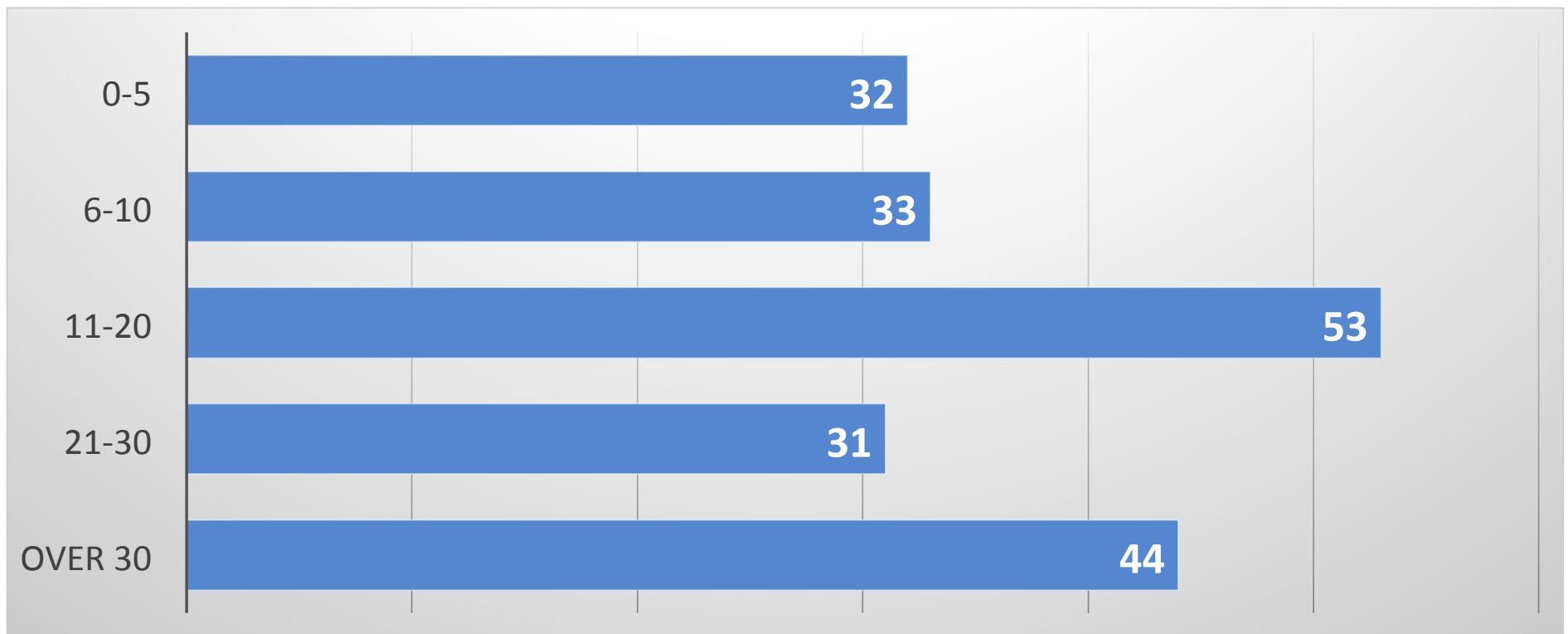
Please identify if you are:



Please identify your geographic region:



Please identify your Years of Service:



Top Five Ranked Statements

1. I am kept informed about the happenings that affect me and my staff directly (3.6)
2. I am kept informed about the important happenings going on throughout the diocese (3.5)
3. The parishes throughout the diocese have a vibrant sacramental and liturgical life (3.4)
4. The leaders of the diocese (Pastoral Center) provide appropriate support to the various departments/parishes/schools in achieving their goals (3.2)
5. I understand the mission and vision of the diocese (3.2)

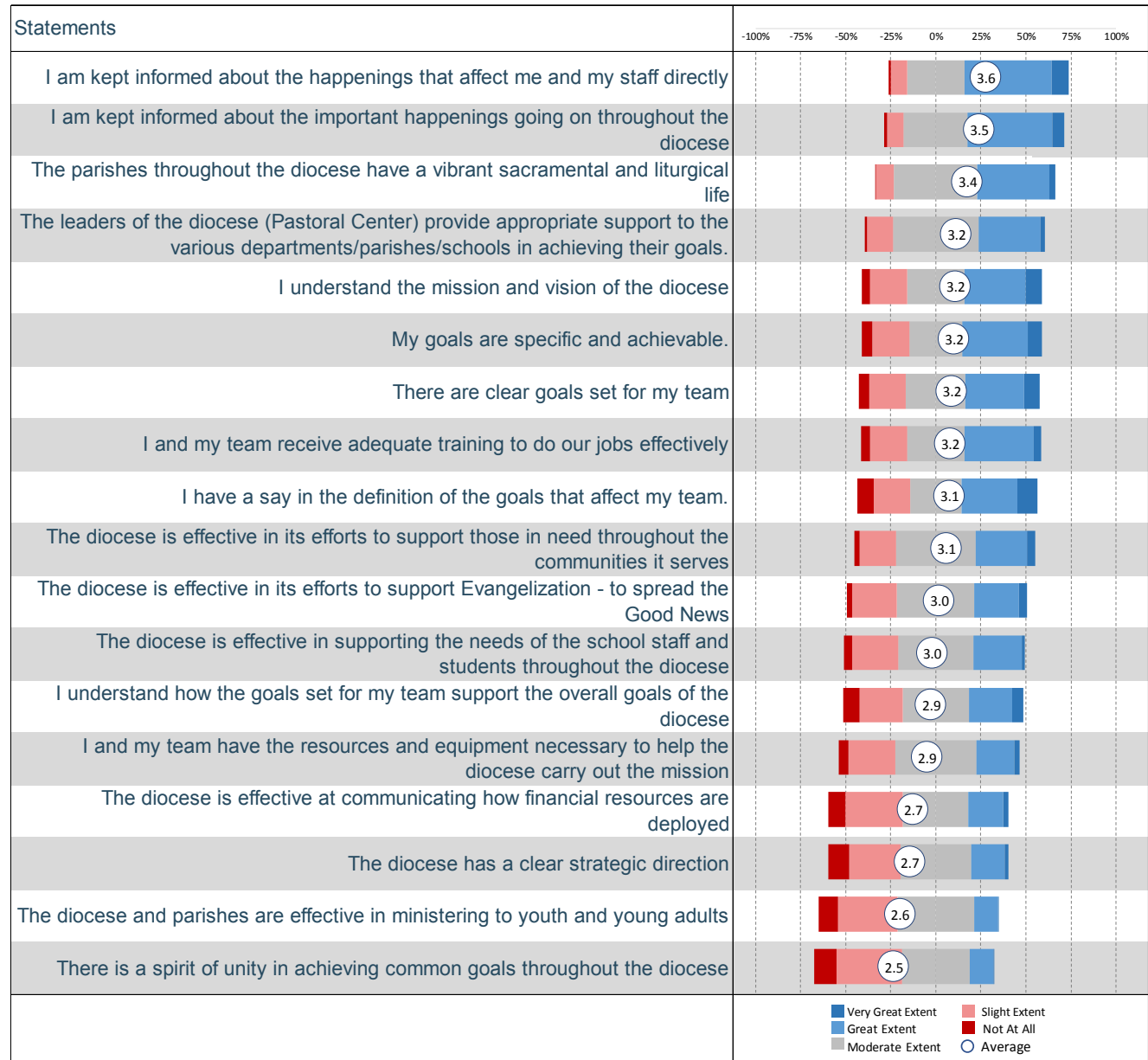
SCALE: 1=not at all, 2=to a slight extent, 3=to a moderate extent, 4=to a great extent, 5=to a very great extent

Bottom Five Ranked Statements

18. There is a spirit of unity in achieving common goals throughout the diocese (2.53)
17. The diocese and parishes are effective in ministering to youth and young adults (2.60)
16. The diocese has a clear strategic direction (2.71)
15. The diocese is effective at communicating how financial resources are deployed (2.75)
14. I and my team have the resources and equipment necessary to help the diocese carry out the mission (2.90)

SCALE: 1=not at all, 2=to a slight extent, 3=to a moderate extent, 4=to a great extent, 5=to a very great extent⁹

Ranked Statements



Verbatim Comments Summary

- What are the greatest attributes of the Diocese of Toledo?
- What should the diocese start doing or do more of?
- What are the things we are not doing so well in the Diocese of Toledo?
- What should the diocese stop doing or do less of?
- Where do you see the greatest opportunities to for the Diocese of Toledo to serve?
- Which ministries and pastoral programs should be a priority of the diocese?
- What are the most significant threats to achieving the diocese's mission?

Comment Themes

	Themes													Grand Total
	Catholic Schools	Clergy Support	Communication	Diocesan Leadership & Staff	Evangelization	Finance	Pastoral & Strategic Planning	Physical Facilities	Role of Laity	Serving Families	Serving the Poor	Sex Abuse Scandal	Youth	
1. What are the greatest attributes of the Diocese of Toledo?	18	15	8	65	15	6	3	3	22	0	2	0	1	158
2. What should the diocese start doing or do more of?	19	9	21	18	29	7	33	1	5	3	8	1	8	162
3. What are the things we are not doing so well in the Diocese of Toledo?	21	4	25	13	24	17	34	0	3	1	5	0	18	165
4. What should the diocese stop doing or do less of?	10	8	7	22	11	15	21	1	1	0	2	1	3	102
5. Where do you see the greatest opportunities for the Diocese of Toledo to serve?	22	5	1	8	36	7	17	0	0	14	17	0	20	147
6. Which ministries and pastoral programs should be a priority of the diocese?	25	7	1	3	33	3	11	0	1	20	8	0	45	157
7. What are the most significant threats to achieving the diocese's mission?	3	10	14	25	19	24	14	0	4	8	1	25	2	149
Grand Total	118	58	77	154	167	79	133	5	36	46	43	27	97	1040

Top three themes for each questions

Top Three Themes:

What are the greatest attributes of the Diocese of Toledo?

- Diocesan Leadership & Staff
- Laity
- Catholic Schools

What are the greatest attributes of the Diocese of Toledo?

- Support from the Diocesan staff; dedicated to serving parishes
- Leadership of Bishop Thomas
- The work of the Tribunal
- The laity... the people of our parishes
- Catholic Schools Office Staff – Committed and willing to help
- The parish priests and the many parishes they serve in

Top Three Themes:

What should the diocese start doing or do more of?

- Pastoral & Strategic Planning
- Evangelization
- Communication

What should the diocese start doing or do more of?

- Strategically plan for a time with fewer and fewer priests and the care of our parishes and people
- Pastoral Planning - support for building strong parishes; best practices; support of rural parishes
- Internal Evangelization - liturgy; keeping people in the pews; more diocesan-wide prayer, scripture study; develop catechists and catechesis
- External Evangelization – spread the good news to more than those who come to Mass on Sunday; helping the parishes and schools attain the mission of evangelization by giving appropriate tools
- Listen to the priests and the laity regarding the needs of the parishes
- Improving Catholic school system; solidify superintendent

Top Three Themes:

What are the things we are not doing so well in the Diocese of Toledo?

- Pastoral & Strategic Planning
- Evangelization
- Communication

What are the things we are not doing so well in the Diocese of Toledo?

- Collaboration among parishes
- Pastoral planning - providing direction to parishes without micro-managing;
- Evangelization - “connect with people in the pew”; serving the community
- Appealing to our youth
- Communication - what are the goals of the diocese; share only pertinent information
- Managing schools - decline of “Catholicity”; consistent leadership; increasing enrollment

Top Three Themes:

What should the diocese stop doing or do less of?

- Diocesan Leadership & Staff
- Pastoral & Strategic Planning
- Finance

What should the diocese stop doing or do less of?

- High employee turnover
- Micromanaging parishes; “one size fits all” approach
- Current approach to priest compensation
- Trying to save every parish
- Mandated diocesan financial assessments; “Parish taxes”
- Fundraising campaigns
- Pressures on priests; multiple assignments; promoting clericalism

Top Three Themes:

Where do you see the greatest opportunities for the Diocese of Toledo to serve?

- Evangelization
- Catholic Schools
- Youth

Where do you
see the
greatest
opportunities
to for the
Diocese of
Toledo to
serve?

- Increased Internal Evangelization - sacraments and ministries such as singles; spirituality and involvement of parishioners; retreats; education; pastoral care
- Increased External Evangelization - serving the poor/inner city/underprivileged; support the elderly; take advantage of festivals when people are exposed to the church
- Catholic schools - communication; improved guidance; increase funding; build enrollment
- Involving and serving Youth and Young Adults - campus ministry; formation and education (both Catholic and non-Catholic)

Top Three Themes:

Which ministries and pastoral programs should be a priority of the diocese?

- Youth
- Evangelization
- Catholic Schools

Which ministries and pastoral programs should be a priority of the diocese?

- Youth and young adult ministry (by far the most popular theme)
- Internal Evangelization - ALPHA; faith formation; prayer/liturgy/sacraments
- External Evangelization - outreach; serving the poor; outreach to fallen away Catholics; substance abuse; enabling parishes for evangelization
- Funding Catholic schools, Catholic education
- Serving Families - marriage prep; married life; family life; pro-life; strengthen families

Top Three Themes:

What are the most significant threats to achieving the diocese's mission?

- Diocesan Leadership & Staff
- Sex Abuse Scandal
- Finances

What are the most significant threats to achieving the diocese's mission?

- Lack of clear mission statement and thus commitment to a mission
- Loss of good staff people
- Diminishing number of priests and priest morale
- National sex abuse scandal leading to instability of leadership, low morale among clergy and laity;
- Lack of funds - Declining mass attendance and school enrollment
- Secularism

Demographic Analysis:

- Location
- Role
- Geographic Region
- Years of Service

Summary of Significant Findings for Location

- Schools were significantly less positive than Parishes and Others on **I understand the mission and vision of the diocese**
- Others were significantly more positive than Parishes and Schools on **The diocese has a clear strategic direction**
- Schools were significantly less positive than Parishes and Others on **The diocese is effective at communicating how financial resources are deployed**
- Others were significantly more positive than Schools on **I and my team have the resources and equipment necessary to help the diocese carry out the mission**
- Pastoral Centers were significantly more positive than Schools on **There are clear goals set for my team**
- Pastoral Centers were significantly more positive than Schools on **I have a say in the definition of the goals that affect my team**
- Schools were significantly less positive than Pastoral Centers and Parishes on **My goals are specific and achievable**
- The Others were significantly more positive on the **statement composite**

Summary of Significant Findings: Role

- Laity were significantly more positive than Priests on **The leaders of the diocese (Pastoral Center) provide appropriate support to the various departments/parishes/schools in achieving their goals**
- Laity were significantly more positive than Priests on **The diocese is effective in its efforts to support Evangelization – to spread the Good News**
- Laity were significantly more positive than Priests on **The diocese and parishes are effective in ministering the youth and young adults**
- A statistically significant pattern was found on **The diocese has a clear strategic direction**. However, post-hoc analysis revealed no significant differences between specific groups
- Note: Small sample sizes for the Women's Religious and Deacon categories had low sample sizes and thus low statistical "power" to find significant differences

Summary of Significant Findings: Geographic Region

- No statistically significant differences were found between geographic regions (Urban, Suburban, Rural)

Summary of Significant Findings: Years of Service

- No statistically significant differences were found between years of service categories