



Catholic Standards *for* Excellence[®]

A LEADERSHIP ROUNDTABLE INITIATIVE

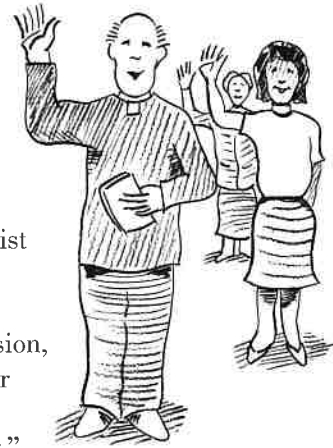




DESIGN: PAUL MILLER, *FREEFALL DESIGN* ILLUSTRATIONS: ANDREW HIGDON

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preamble



The Catholic Church is committed to continuing the mission of Jesus Christ as priest, prophet and king. In parishes across the country, the Church is serving and meeting the spiritual and temporal needs of women, men and children and strengthening communities. In pursuit of this religious mission, parishes seek and use temporal goods “to order divine worship, to care for the decent support of the clergy and other ministers, and to exercise the works of the sacred apostolate and of charity, especially toward the needy.” (Code of Canon Law, canon 1254, §2)

Catholic parishes are supported by individuals, corporations and foundations through charitable contributions and volunteer efforts and by the general public through state and federal tax laws. The ability of parishes to raise the revenues necessary to support the ministry programs through which they carry out their mission depends in some degree upon public confidence and public support.

These *Standards for Excellence* have been produced to present an appropriate level of ethical and accountable practices for Catholic parishes. They respond to the call to good stewardship and accountability in the U.S.

bishops' pastoral letter, *Stewardship: A Disciple's Response*. The Standards serve as a model for parishes to implement in their operations and governance.

Catholic parishes must comply with the Church's own canon law as well as applicable local, state, and federal laws. These *Standards for Excellence* build upon that foundation and describe how parishes should act to be ethical and accountable in their program operations, governance, human resources, financial management and fundraising. They are based on fundamental values of honesty, integrity, fairness, respect, trust, compassion, responsibility, and accountability. Eight (8) Guiding Principles are provided, along with fifty-five (55) standards - more detailed performance benchmarks that will enable parishes to strengthen their operations.

The *Standards for Excellence* are intended to describe how the most well managed and responsibly governed parishes operate. They provide benchmarks related to temporal affairs to determine how well a parish is fulfilling its obligations to those who benefit from its ministry programs, to contributors, and to the public both inside and outside the Church. Catholic parishes are encouraged to pledge to commit to the Guiding Principles of the *Standards for Excellence* and to work toward implementing the practices and principles outlined.

The National Leadership Roundtable on Church Management (Leadership Roundtable) is dedicated to helping parishes, dioceses and indeed all Catholic organizations, to implement these *Standards for Excellence*. Working in partnership with other national Catholic organizations and in collaboration with bishops and diocesan leadership, the Leadership Roundtable provides educational resources and training to assist parishes to comply with the performance indicators outlined in these *Standards*.



STANDARDS FOR EXCELLENCE

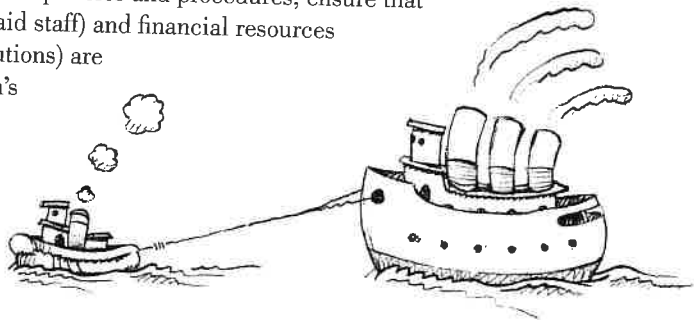
guiding
principles

1. MISSION STATEMENT AND MINISTRY PROGRAM

Parishes are established to continue the mission of the Catholic Church in particular geographic locations and carry out this mission through specific ministry program activities. Parishes should have well-defined mission statements, and their ministry programs should effectively and efficiently work toward achieving these mission statements. Parishes have an obligation to ensure ministry program effectiveness and to devote their resources to achieving its stated purpose.

2. GOVERNANCE AND ADVISORY BODIES

The administration of parishes is entrusted to the pastor, appointed by the bishop, who is required by canon law to establish certain advisory councils. A parish finance council is required by canon law. Canon law allows the bishop to mandate the establishment of a parish pastoral council. These councils are governed by norms issued by the bishop. Canon law also places requirements on the financial administration of the parish by the pastor as well as systems of accountability. Effective parish advisory bodies should serve to further the mission of the organization, establish management policies and procedures, ensure that adequate human resources (volunteer and/or paid staff) and financial resources (earned income, grants, and charitable contributions) are available, and actively monitor the organization's financial and programmatic performance.



3. CONFLICT OF INTEREST

Both clergy and laity who serve on parish staff, either in paid positions or as volunteers, should act in the best interest of the parish rather than in furtherance of personal interests or the interests of third parties. Parishes should have policies in place, and routinely and systematically implement those policies, to prevent actual, potential, or perceived conflicts of interest.

4. HUMAN RESOURCES

A parish's relationship to its ministerial personnel, both clergy and lay, paid and volunteer, is fundamental to its ability to achieve its mission. The roles and responsibilities for bishops and priests are contained within canon law. Volunteers occupy a special place in parishes serving in governance, administrative and programmatic capacities. Parish human resource policies should address both clergy and laity, paid staff and volunteers, and should be fair, establish clear expectations, and provide for meaningful and effective performance evaluation.

5. FINANCIAL AND LEGAL

Parishes must practice sound financial management and comply with a diverse array of legal and regulatory requirements, including those of canon law. Financial systems should assure that accurate financial records are kept and that the organization's financial resources are used in furtherance of its religious mission. Parishes should conduct periodic reviews to address regulatory and liability concerns.

6. OPENNESS

Although parishes are private entities, they operate in the name of the Church in service to members and the community at large with support from the faithful and the general public. As such, all parishes should provide the faithful and the public with information about their mission, ministry program activities and finances. They should also be accessible and responsive to members of the faithful and members of the general public who express interest in their affairs.

7. FUNDRAISING

Parishes depend on charitable fundraising for the support of their work. All fundraising activities should be conducted on a foundation of truthfulness and responsible stewardship. Parish fundraising policies should be consistent with their mission, compatible with their organizational capacity, respectful of the interests and intentions of donors and prospective donors, and in compliance with applicable canon law.

8. PUBLIC LIFE AND PUBLIC POLICY

“Faithful citizenship calls Catholics to see civic and political responsibilities through the eyes of faith and to bring our moral convictions to public life.” (*Faithful Citizenship*, US Conference of Catholic Bishops (USCCB), 2003) Parishes provide an important vehicle through which individuals may choose to organize and work together to improve their communities. Therefore they should represent Catholic Social Teaching and the interests of the people they serve through public education and public policy advocacy, as well as by encouraging clergy, staff, volunteers and the faithful to participate in the public life of the community.



STANDARDS FOR EXCELLENCE

mission statement and ministry program

Parishes are established to continue the mission of the Catholic Church in particular geographic locations and carry out this mission through specific ministry program activities. Parishes should have well-defined mission statements, and their ministry programs should effectively and efficiently work toward achieving these mission statements. Parishes have an obligation to ensure ministry program effectiveness and to devote their resources to achieving its stated purpose.

MISSION

- (1) The parish's purpose, as defined and approved by the pastor in light of the diocesan mission statement, with appropriate input from his advisory councils, should be formally and specifically stated. The parish's activities should be consistent with its stated purpose.

PARISH EVALUATION

- (2) A parish should periodically revisit its mission statement and ministry programs (e.g., every 3 to 5 years) to determine the relevance and need for its ministry programs. The parish should evaluate whether the mission statement needs to be modified to reflect ecclesial or societal changes, its current ministry programs should be revised or discontinued, or new ministry programs need to be developed.

MINISTRY PROGRAM EVALUATION

- (3) A parish should have defined, cost-effective procedures for evaluating, both qualitatively and quantitatively, its ministry programs and projects in relation to its mission. Where appropriate, these procedures should address programmatic efficiency and effectiveness, the relationship of these impacts to the cost of achieving them, and the outcomes for program participants. Evaluations should include input from program participants/recipients.
- (4) Evaluations should be candid, be used to strengthen the effectiveness of the parish and, when necessary, be used to make programmatic changes.

MINISTRY PROGRAM SERVICE

- (5) In providing its ministry programs or services, a parish should act with the utmost professionalism and treat persons served with respect. Where appropriate, a parish should have policies in place that protect the confidentiality of personal information and should provide a grievance procedure to address complaints. Parishes should regularly monitor the satisfaction of ministry program participants/recipients.



STANDARDS FOR EXCELLENCE

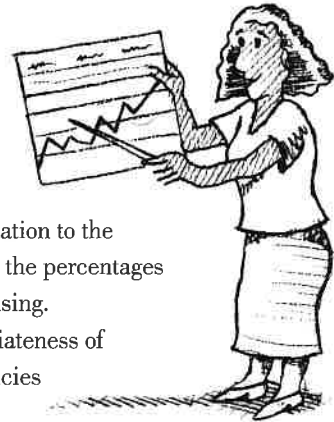
governance and advisory bodies

The administration of parishes is entrusted to the pastor, appointed by the bishop, who is required by canon law to establish certain advisory councils. A parish finance council is required by canon law. Canon law allows the bishop to mandate the establishment of a parish pastoral council. These councils are governed by norms issued by the bishop. Canon law also places requirements on the financial administration of the parish by the pastor as well as systems of accountability.

Effective parish advisory bodies should serve to further the mission of the organization, establish management policies and procedures, ensure that adequate human resources (volunteer and/or paid staff) and financial resources (earned income, grants, and charitable contributions) are available, and actively monitor the organization's financial and programmatic performance.

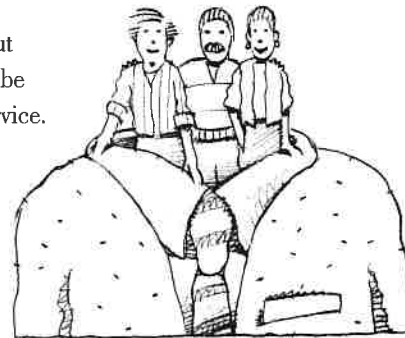
ADVISORY BODIES' RESPONSIBILITIES

- (6) “The pastor is the proper pastor of the parish entrusted to him, exercising the pastoral care of the community committed to him under the authority of the diocesan bishop in whose ministry of Christ he has been called to share, so that for that same community he carries out the functions of teaching, sanctifying, and governing, also with the cooperation of other presbyters or deacons and with the assistance of lay members of the Christian faithful, according to the norm of law” (canon 519) and the pastor “is to take care that the goods of the parish are administered according to the norm of canons 1281-1288” (canon 532). The parish pastoral council and finance council should engage in long-term and short-term planning activities as necessary to further the mission of the parish, to define specific goals and objectives related to the mission, and to evaluate the success of the parish’s ministry programs toward achieving the mission.
- (7) Recognizing that dioceses have different corporate structures for parishes based on the civil law of various jurisdictions, the parish pastoral council and finance council should establish policies for the effective management of the parish, including financial and, where applicable, personnel policies.
- (8) The parish finance council should assist in preparing and approve the parish’s budget annually and periodically assess the parish’s financial performance in relation to the budget. As part of the annual budget process, the finance council should review the percentages of the parish’s resources spent on ministry programs, administration, and fundraising.
- (9) The finance council and pastoral council should periodically review the appropriateness of the overall compensation structure of the parish in conformity with diocesan policies and Catholic Social Teaching regarding workers’ rights to a just wage.



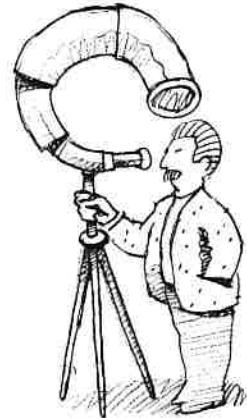
ADVISORY BODIES' COMPOSITION

- (10) In compliance with canonical requirements, the parish pastoral and finance councils should be composed of individuals who are personally committed to the mission of the Church and possess the specific skills needed to accomplish the mission.
- (11) Where an employee of the parish is a voting member of a parish advisory council, the circumstances must insure that the employee will not be in a position to exercise undue influence.
- (12) Parish pastoral and finance councils should have no fewer than five (5) unrelated members. Seven (7) or more members are preferable.
- (13) Diocesan norms establish the terms of the members of the parish finance council. Canonical statutes, the equivalent of bylaws, should set forth term limits for the service of parish pastoral council members.
- (14) Parish pastoral council membership should reflect the diversity of the communities served by the parish.
- (15) Members of the parish pastoral and finance councils should serve without compensation for their service as council members. Members may only be reimbursed for expenses directly related to carrying out their council service.



ADVISORY BODIES' CONDUCT

- (16) The parish pastoral council and finance council are each responsible for their own operations, including the orientation, education, training and development of members, periodic (i.e., at least every two years) evaluation of its own performance, and where appropriate, the selection of new members.
- (17) The parish pastoral council and finance council should establish stated expectations for members, (including any expectations for participation in fundraising activities, committee service, or ministry program activities).
- (18) The parish pastoral council and finance council should meet as frequently as is needed to fully and adequately conduct the business of the parish. At a minimum, each council should each meet four (4) times a year.
- (19) The parish should have written policies that address attendance and participation of council members at meetings. These policies should include a process to address noncompliance with these policies.
- (20) Written meeting minutes reflecting the actions of the council, including reports of council committees when acting in the place of the full council, should be maintained and distributed to council and committee members and be made available to parish members.





STANDARDS FOR EXCELLENCE

conflict of interest

Both clergy and laity who serve on parish staff, either in paid positions or as volunteers, should act in the best interest of the parish rather than in furtherance of personal interests or the interests of third parties. Parishes should have policies in place, and routinely and systematically implement those policies, to prevent actual, potential, or perceived conflicts of interest.

CONFLICT OF INTEREST POLICY

- (21) Parishes should have a written conflict of interest policy. The policy should be applicable to all clergy and laity, all members of advisory councils, paid staff and volunteers who have significant independent decision making authority regarding the resources of the parish. The policy should identify the types of conduct or transactions that raise conflict of interest concerns, set forth procedures for disclosure of actual or potential conflicts, and provide for review of individual transactions by the uninvolved members of one of the parish advisory councils.

CONFLICT OF INTEREST STATEMENTS

- (22) Parishes should provide all clergy and laity, paid staff and volunteers who have significant independent decision making authority regarding the resources of the parish with a conflict of interest statement that summarizes the key elements of the parish's conflict of interest policy. The conflict of interest statement should provide space for these persons to disclose any known interest that the individual, or a member of the individual's immediate family, has in any business entity which transacts business with the parish, diocese or other Church organization. The statement should be provided to and signed by all council members, clergy, staff, and volunteers, both at the time of the individual's initial affiliation with the organization and at least annually thereafter.





STANDARDS FOR EXCELLENCE

human resources

A parish's relationship to its ministerial personnel, both clergy and lay, both paid and volunteer, is fundamental to its ability to achieve its mission. The roles and responsibilities for bishops and priests are contained within canon law. Volunteers occupy a special place in parishes serving in governance, administrative and programmatic capacities. Parish human resource policies should address both clergy and laity, paid staff and volunteers, and should be fair, establish clear expectations, and provide for meaningful and effective performance evaluation.

PERSONNEL POLICIES

- (23) A parish should have written personnel policies and procedures, based on policies established by the diocese and after consultation with the parish pastoral council, governing the work and actions of all clergy, employees and volunteers of the parish. In addition to covering the basic elements of the employment relationship (e.g. working conditions, employee compensation and benefits, vacation and sick leave), the policies should address employee evaluation, supervision, hiring and firing, nondiscrimination, succession planning, grievance procedures, harassment, employee growth and development, confidentiality of employee (lay and clergy), parishioner and organization records and information. The policies should be reviewed for civil and canon law implications for priests as distinct from lay employees. The parish should periodically review its personnel policies.
- (24) With respect to volunteers, the parish's policies and procedures should also address initial assessment or screening, assignment to and training for appropriate work responsibilities, ongoing supervision and evaluation, personal development, and opportunities for advancement.
- (25) Personnel policies for all clergy, paid employees and volunteers must specify how the *Charter for the Protection of Children and Youth* is being implemented.

EMPLOYEE PERFORMANCE EVALUATION

- (26) A parish should have written job descriptions for each employee that clearly identify roles and responsibilities.
- (27) Parishes should have a system in place for regular written evaluation of employees by their respective supervisors, which should take place at least annually.

EMPLOYEE ORIENTATION

- (28) New employees of the parish should receive an orientation, which includes review of the parish's personnel policies and procedures, their position description, and an introduction to the *Standards for Excellence*. Employees should be provided with a copy of the personnel policies and these *Standards*, and should acknowledge their receipt in writing.



STANDARDS FOR EXCELLENCE

financial and legal

Parishes must practice sound financial management and comply with a diverse array of legal and regulatory requirements, including those of canon law. Financial systems should assure that accurate financial records are kept and that the organization's financial resources are used in furtherance of their religious mission. Parishes should conduct periodic reviews to address regulatory and liability concerns.



FINANCIAL ACCOUNTABILITY

- (29) A parish should operate in accordance with an annual budget that has been prepared and approved by the pastor and parish finance council. “In each parish there is to be a finance council which is governed, in addition to universal law, by norms issued by the diocesan bishop and in which the Christian faithful, selected according to these same norms, are to assist the pastor in the administration of the goods of the parish, without prejudice to the prescript of canon 532.” (Canon 537)
- (30) A parish should create and maintain financial reports on a timely basis that accurately reflect the financial activity of the organization. Internal financial statements should be prepared no less frequently than quarterly, should be provided to the pastor and parish finance council, and should identify and explain any material variation between actual and budgeted revenues and expenses.
- (31) To ensure the accuracy of the financial reports, all parishes with annual revenue in excess of \$500,000, should be audited by an independent Certified Public Accountant or diocesan auditors every year. The parish finance council should receive the audit report and management letter and oversee the implementation of any corrective action mentioned. The audited accounts should also be submitted to the diocesan finance officer annually. Parishes with annual revenue less than \$500,000 should be audited at least every three years.
- (32) A parish should provide employees, both clergy and lay, and all the faithful, a confidential means to report suspected financial impropriety or misuse of Church resources and should have in place a policy prohibiting retaliation against persons reporting improprieties.





STANDARDS FOR EXCELLENCE

openness

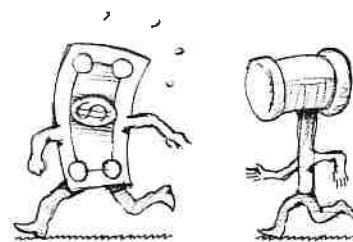
Although parishes are private entities, they operate in the name of the Church in service to members and the community at large with support from the faithful and the general public. As such, all parishes should provide the faithful and the public with information about their mission, ministry program activities and finances.

They should also be accessible and responsive to members of the faithful and members of the general public who express interest in their affairs.

- (33) Parishes should have written financial policies adequate for the size and complexity of their parish and in conformity with diocesan policies governing: (a) investment of the assets of the organization, (b) internal control procedures, (c) purchasing practices, (d) unrestricted current net assets, and (e) disposition of assets in case of dissolution. The parish should periodically review its financial policies.

LEGAL COMPLIANCE AND ACCOUNTABILITY

- (34) Parishes must be aware of and comply with canon law as well as all applicable federal, state, and local laws. This may include, but is not limited to, the following activities: complying with laws and regulations related to fundraising, licensing, financial accountability, document retention and destruction, human resources, lobbying and political advocacy, and taxation.
- (35) Parishes and other Church organizations should periodically assess their level of insurance coverage in light of the nature and extent of the organization's activities and its financial capacity. A decision to forego general liability insurance coverage or Directors and Officers liability insurance coverage shall only be made by the pastor, after consultation with the parish finance council and diocesan finance officer and with the written approval of the diocesan bishop and shall be reflected in the minutes of the meeting at which the decision was made.
- (36) Parishes should periodically conduct an internal review of the organization's compliance with existing legal, regulatory and financial reporting requirements and should provide a summary of the results of the review to the pastor and the parish finance and pastoral councils.





STANDARDS FOR EXCELLENCE

fundraising

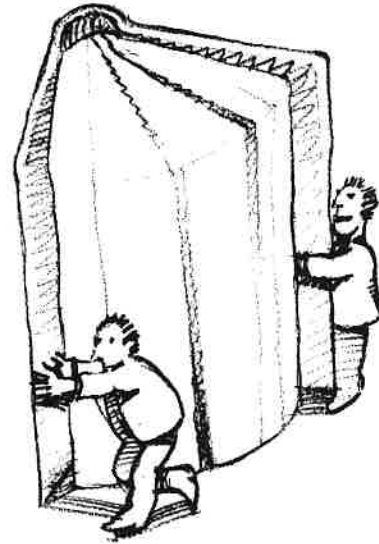
Parishes depend on charitable fundraising for the support of their work. All fundraising activities should be conducted on a foundation of truthfulness and responsible stewardship. Parish fundraising policies should be consistent with their mission, compatible with their organizational capacity, respectful of the interests and intentions of donors and prospective donors, and in compliance with applicable canon and civil law.

ANNUAL REPORT

- (37) Parishes (and all Catholic organizations) should prepare, and make available annually to the faithful and the public, information about the organization's mission, ministry program activities, and basic financial data. Basic financial data should, at a minimum, include a summary statement of activities and a summary statement of financial position. The report should also identify the names of the parish corporate board (where one exists), finance council members, pastoral council members, and management staff.

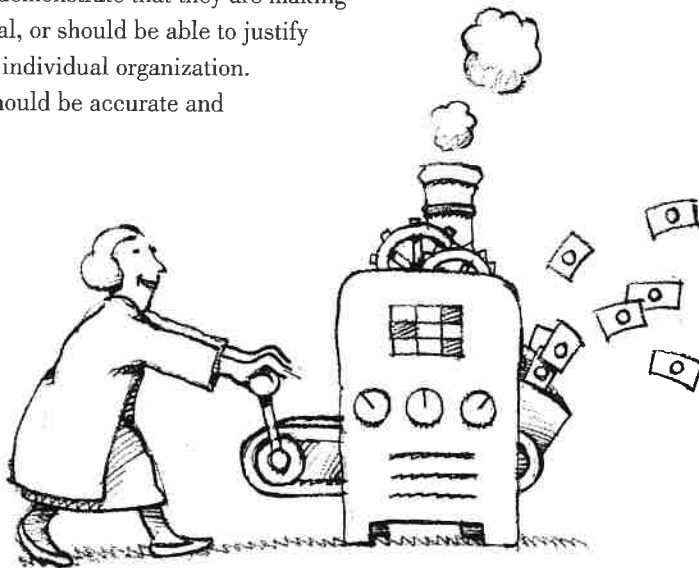
PUBLIC ACCESS

- (38) Parishes should provide members of the public who express an interest in their affairs with a meaningful opportunity to communicate with an appropriate representative of the parish.
- (39) Parishes should have at least one staff member who is responsible to assure that the parish is complying with both the letter and the spirit of federal and state laws that require disclosure of information to members of the public.



FUNDRAISING ACTIVITIES

- (40) A parish's fundraising costs should be reasonable over time. On average, over a five (5) year period, a parish should realize revenue from fundraising and other development activities that are at least three times the amount spent on conducting them. Church organizations whose fundraising ratio is less than 3:1 should demonstrate that they are making steady progress toward achieving this goal, or should be able to justify why a 3:1 ratio is not appropriate for the individual organization.
- (41) Solicitation and promotional materials should be accurate and truthful and should correctly identify the Church organization, its mission, and the intended use of the solicited funds.
- (42) All statements made by the parish in its fundraising appeals about the use of a contribution should be honored.
- (43) Parishes must honor the known intentions of a donor regarding the use of donated funds.



DONOR RELATIONSHIPS AND PRIVACY

- (44) Parishes should respect the privacy of donors and safeguard the confidentiality of information that a donor reasonably would expect to be private.
- (45) Parishes should provide donors an opportunity to state that they prefer to remain anonymous and that their name, the amount of their gift, or other information not be publicly released.
- (46) Parishes should provide donors an opportunity to have their names removed from any mailing lists which are sold, rented, or exchanged.
- (47) Parishes should honor requests by a donor to curtail repeated mailings or telephone solicitations from in-house lists.
- (48) Solicitations should be free from undue influence or excessive pressure, and should be respectful of the needs and interests of the donor or potential donor.

ACCEPTANCE OF GIFTS

- (49) Parishes should have policies in place to govern the acceptance and disposition of charitable gifts that are received in the course of its regular fundraising activities. These policies should include procedures to determine any limits on individuals or entities from which the parish will accept a gift, the purposes for which donations will be accepted, the type of property which will be accepted, and whether to accept an unusual or unanticipated gift in light of the parish's mission and organizational capacity. Canonical norms on gift acceptance or rejection should be observed. Appropriate tax-related documentation should be provided for donors.



STANDARDS FOR EXCELLENCE

public life and public policy

“Faithful citizenship calls Catholics to see civic and political responsibilities through the eyes of faith and to bring our moral convictions to public life.” (Faithful Citizenship, US Conference of Catholic Bishops (USCCB), 2003) Parishes provide an important vehicle through which individuals may choose to organize and work together to improve their communities. Therefore they should represent Catholic Social Teaching and the interests of the people they serve through public education and public policy advocacy, as well as by encouraging clergy, staff, volunteers and the faithful to participate in the public life of the community.

FUNDRAISERS

- (50) Fundraising personnel, including both employees and independent consultants, should not be compensated based on a percentage of the amount raised or other commission formula.
- (51) When using the services of a paid professional fundraising consultant, dioceses, parishes and other Catholic organizations should only use the services of professional solicitors and fundraising counsel who are properly registered with applicable regulatory authorities.
- (52) Parishes should exercise control over any staff, clergy, volunteers, consultants, contractors, other organizations, or businesses who are known to be soliciting contributions on behalf of the parish.

PUBLIC POLICY ADVOCACY

- (53) “In the Catholic tradition, responsible citizenship is a virtue; participation in the political process is a moral obligation. All believers are called to faithful citizenship, to become informed, active, and responsible participants in the political process.” (*Faithful Citizenship*, USCCB) Parishes should have a written policy on advocacy defining the process by which the parish determines public positions on specific issues. The parish policy should always be consistent with diocesan policies and expectations.

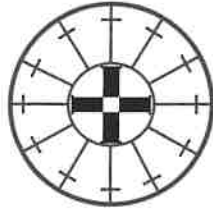
PUBLIC EDUCATION

- (54) Parishes should assure that any educational information provided to the media or distributed to the faithful or the public is consistent with Catholic teaching, factually accurate, nonpartisan and provides sufficient contextual information to be understood.

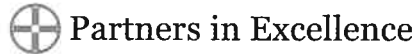
PROMOTING PUBLIC PARTICIPATION

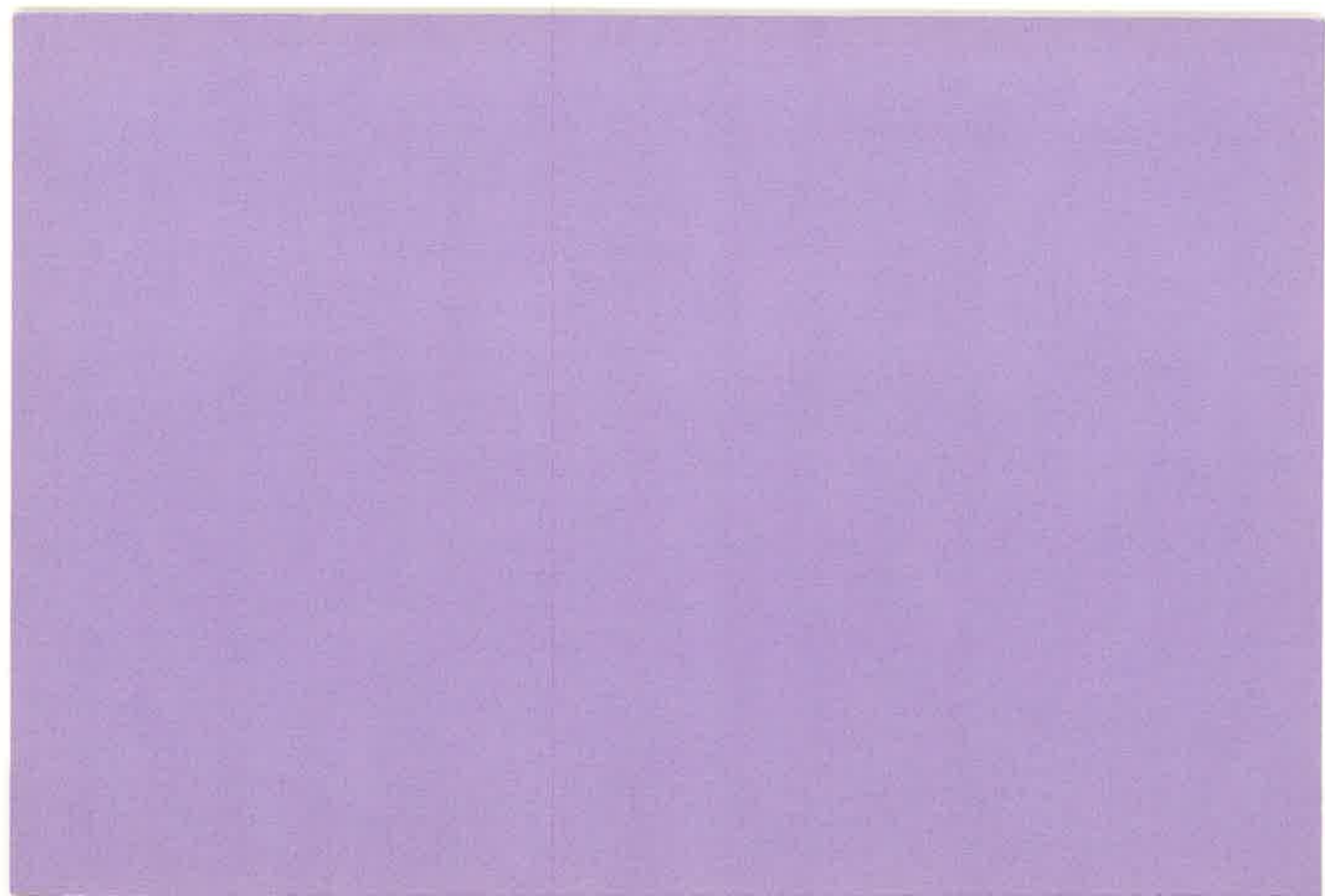
- (55) Parishes engaged in promoting public participation in community affairs shall be diligent in assuring that the activities of the organization are strictly nonpartisan, in conformity with Catholic teaching, and consonant with diocesan and USCCB guidelines on political activity.





NATIONAL LEADERSHIP ROUNDTABLE ON CHURCH MANAGEMENT





Receipt and Acknowledgement

**I ACKNOWLEDGE THAT I HAVE RECEIVED A COPY OF STANDARDS FOR EXCELLENCE:
AN ETHICS AND ACCOUNTABILITY CODE FOR CATHOLIC PARISHES.**

SIGNATURE: _____

PRINT NAME: _____

PARISH: _____

CHECK ONE: **PASTORAL COUNCIL MEMBER** **VOLUNTEER**

FINANCE COUNCIL MEMBER **STAFF MEMBER**

OTHER _____

DATE: _____

Note: This Acknowledgement Form is for the use of your parish. It is intended to be completed and then turned in to the appropriate council or staff representatives, as designated by the pastor.

- Standards for Excellence: An Ethics and Accountability Code for Catholic Dioceses. National Leadership Roundtable on Church Management, 2007 (Also in Spanish).
- Standards for Excellence: An Ethics and Accountability Code for Catholic Parishes. National Leadership Roundtable on Church Management, 2012 (Also in Spanish).
- Standards for Excellence: An Ethics and Accountability Code for Catholic Nonprofits. National Leadership Roundtable on Church Management, 2007 (Also in Spanish).
- A Call to Excellence in the Church. National Leadership Roundtable on Church Management, 2005.
- Bringing Our Gifts to the Table: Creating Conditions for Financial Health in the Church. National Leadership Roundtable on Church Management, 2006.
- Give Us Your Best: A Look at Church Service for a New Generation. National Leadership Roundtable on Church Management, 2007.
- Managerial Excellence: Engaging the Faith Community in Leadership in the Church Today. National Leadership Roundtable on Church Management, 2008.
- Clarity, Candor, and Conviction: Effective Communication for a Global Church. National Leadership Roundtable on Church Management, 2009.
- A Blueprint for Responsibility: Responding to Crises with Collaborative Solutions. National Leadership Roundtable on Church Management, 2010.
- From Aspirations to Action: Solutions for America's Catholic Schools. National Leadership Roundtable on Church Management, 2011.
- A Parishioner's Guide to Understanding Parish Finances. National Leadership Roundtable on Church Management, 2007.

APPENDIX

The Leadership Roundtable provides educational resources and training to assist parishes to comply with the performance indicators outlined in these *Standards for Excellence*.

Recommended resources for Catholic dioceses, parishes and nonprofit organizations working to implement the *Standards for Excellence*:

www.CatholicStandardsForum.org. An online learning community for sharing church management best practices in the Catholic Church.

www.ChurchEpedia.org. Online library of resources relating to the *Standards for Excellence* areas.

www.CatholicStandardsforExcellence.org. Education program components for each of the *Standards for Excellence*.

The Standards for Excellence Code for the Catholic Sector and Canon Law.

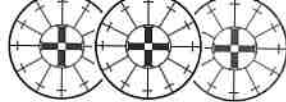
Rev. John P. Beal, JCD and Barbara Anne Cusack, JCD. National Leadership Roundtable on Church Management, 2008.

www.CatholicPastor.org. An online learning community exclusively for Catholic priests.

The following resources can be ordered online at www.catalog.franciscanmedia.org:

The Church in America: A Resource for Parish Planning (DVD and workbook). National Leadership Roundtable on Church Management, 2006.

The Church in America: A Resource for Diocesan Planning (DVD and workbook). National Leadership Roundtable on Church Management, 2006.



Catholic Standards for Excellence[®]

A LEADERSHIP ROUNDTABLE INITIATIVE

THE NATIONAL LEADERSHIP ROUNDTABLE ON CHURCH MANAGEMENT

The National Leadership Roundtable on Church Management promotes excellence and best practices in the management, finances and human resource development of the Catholic Church in the U.S. by greater incorporation of the expertise of the laity.

The Leadership Roundtable is dedicated to helping individual Catholic dioceses, parishes and nonprofits to implement these *Standards for Excellence*. The Leadership Roundtable, working in partnership with other national Catholic organizations and in collaboration with bishops and diocesan leadership, provides educational resources and training to assist dioceses, parishes and nonprofits to comply with the performance indicators outlined in these *Standards*.

For further information on these *Standards for Excellence* and on best practices in Church management, finances and human resources, please visit our website at www.TheLeadershipRoundtable.org or email Standards@nlrcm.org or call 202-223-8962 or write to The National Leadership Roundtable on Church Management, 1350 Connecticut Avenue, NW, Suite 825, Washington, DC 20036.

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