

# **CHURCH OF ST. IGNATIUS OF LOYOLA**

## **PASTORAL STRATEGIC PLAN: THROUGH 2012**

### **TABLE OF CONTENTS**

INTRODUCTION TO STRATEGIC PLAN UPDATE	1
BACKGROUND: INTRODUCTION TO 2002 STRATEGIC PLAN	2
MISSION STATEMENT	6
VISION STATEMENT	7
STRATEGIC GOALS AND OBJECTIVES	12
LITURGY	13
SPIRITUAL LIFE	22
FAITH FORMATION	32
OUTREACH MINISTRIES	35
PARISH LIFE	40
PHYSICAL PLANT	47
PARISH FINANCES	53
STRATEGIC PLAN: BEST CASE SCENARIO	57
EPILOGUE .(PRAYER OF OSCAR ROMERO)	58
APPENDICES	59
I    PARISH SURVEY RESULTS	60
II   SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES	62
III  COMMITTEES, COUNCILS AND COMMISSIONS	64

**This Page Left Blank**

# INTRODUCTION TO STRATEGIC PLAN UPDATE

The first Pastoral Strategic Plan for the Church of St. Ignatius of Loyola was published in February, 2002 covering goals and actions through 2005. In the fall of 2005 the PPC reviewed the first plan during the annual weekend retreat. A team of PPC members began the work of updating the strategic plan by distributing the results of that review to the chairs of the parish commissions. They were given these instructions:

Each commission has a good foundation document. What is still good and correct can stand as it is. Two areas should be reviewed carefully and updated as needed:

1. Current Scenario - but only that part which has changed since 2001
2. Objectives or actions tied to specific accomplishments and dates - if completed, they can be removed or replaced; if in progress, they can be rescheduled

The overall goal and specific goals under that are usually broad enough that no change will be required. However, each commission is free to update and modify these.

While the commissions began the work on their updates, the PPC team prepared to conduct a parish survey to update the survey which preceded the first strategic plan. This survey was conducted the first Sunday in May, 2006. A detailed report on the survey was presented to the PPC at the fall 2006 retreat. A summary was published in the parish bulletin in January, 2007.

The bulk of the strategic plan update was completed by the commissions in the spring of 2006. This has been combined with critical components from the 2002 strategic plan: *Introduction, Mission Statement, Vision Statement, Epilogue, and Summary of Strengths, Weaknesses, Opportunities and Challenges*. Two new sections have been added: *Strategic Plan: Best Case Scenario* and *Parish Survey Results*. The final review and assembly was completed in 2008.

# **BACKGROUND: INTRODUCTION TO 2002 STRATEGIC PLAN**

**“It helps, now and then, to step back and take a long view.”**

These words from the Prayer of Oscar Romero (see Epilogue) capture the rationale for the development of this Pastoral Strategic Plan.

Over the years, all of us have witnessed and participated in the growth of St. Ignatius Church into a vibrant, dynamic parish. The parish has grown to include worshipers from areas all across metropolitan Boston, who are drawn by our liturgies, preaching, artistry and our welcoming nature. We have attracted dedicated and talented Jesuit priests and lay staff, as well as generous and gifted parishioners, who have contributed to the development of the parish.

We have seen a proliferation of new programs and activities aimed at meeting the spiritual needs of parishioners of diverse backgrounds and ages, as well as programs designed to reach out and help others in the community beyond the parish walls. We have experienced the burgeoning (and the welcoming) of lay involvement in parish life, ranging from participation in liturgies, to coordinating spiritual development programs, to leadership on various commissions, as well as many other areas of endeavor. Our whole concept of “church” has evolved well beyond traditional models of the past. As a result, we are both energized by the opportunities to more fully live our faith, and challenged by the limited availability of people, time, money and other resources needed to build the Kingdom of God.

Here at St. Ignatius, as in other areas of our lives, it is easy to get caught up in the hectic day-to-day routine of attending to the present agenda, and to lose sight of what we can become in the longer term. This planning process has been our attempt to step back, to give ourselves time to reflect upon who we are and where we have been; to articulate our vision of the future, and, with the grace of God, to chart a course for arriving at that envisioned future.

## PLANNING PROCESS AND PARTICIPANTS

The development of this plan reflects the involvement of many people in the parish over the last two years. The following is a summary of the planning process and participants.

The foundation of the plan is the *Mission Statement*, completed by an ad hoc committee of the Parish Pastoral Council in early 2001. All subsequent work in the planning process was undertaken with the objective of fulfilling the parish mission.

Our pastor, Fr. Bob VerEecke, drafted the *Vision Statement*. He depicts the parish of the future as a place where an empowered people of God more fully claim their baptismal inheritance; and draw strength, energy, inspiration and comfort from their participation in the parish community.

The Parish Pastoral Council (PPC) undertook an assessment of the parish's strengths, weaknesses, opportunities and challenges ("*SWOC*" *analysis*). The SWOC analysis represents the candid opinions of the PPC members regarding critical issues facing the parish. Over 40 parishioners, who participated in focus groups in October 2001, largely confirmed these opinions. The PPC also reviewed and contributed to the draft plan at several junctures in its development.

The parish commissions have been instrumental in the plan's development. In 2001, the commissions analyzed their respective roles, the expectations of parishioners, and critical issues in their areas of responsibility. Preliminary commission-specific goals were drafted. In subsequent stages of the process, the commissions reviewed and commented on draft reports produced by the Strategic Planning Committee.

The ad hoc Strategic Planning Committee (SPC) was convened in February 2001, to coordinate the planning process and to develop the planning document. The SPC reviewed and analyzed the input from the other groups involved in the process, gathered additional information, identified gaps as well as areas of overlap, integrated the work of the other groups involved in the process and developed this document. The SPC members worked in several subgroups, each addressing a particular area (liturgy,

spiritual life, finance, etc.), and drafted reports outlining strategic goals, objectives and actions in each area. These reports, once reviewed by the entire SPC, were distributed to the commissions for further review and comment. After reviewing and incorporating the comments of the commissions, as well as the Parish Pastoral Council, the SPC issued this *Pastoral Strategic Plan*.

We gratefully acknowledge the participation of everyone involved in this important work of the parish. The participants of each group are identified in the Appendices.

### PLANNING TIME FRAME

In formulating the goals and objectives, the SPC has utilized a three-year planning horizon, for the most part. Some of the actions involved in various goals have already been achieved, and these are noted. Accomplishing other goals and objectives may require additional time beyond that projected in this document. The plan will be reviewed and updated annually.

### COMMON THEMES

In reading the strategic goals and objectives, readers will note the appearance of several themes, which affect virtually all areas of parish life. Four prevalent themes are as follows:

- Integration. There is a need to more effectively integrate efforts among various endeavors (e.g., the work of commissions, as well as the integration of faith in our daily lives). This is seen not only as an area that needs improvement, but also as an opportunity for enrichment and growth as we increasingly find “intersections” among different aspects of parish life (e.g., spiritual life and social ministries).
- Communication. We need to communicate more effectively with each other, not only concerning the dissemination of information, but also in developing our identity as a community whose members know each other and care for and about each other.

- Education. The need for “education” in all areas of parish life is of paramount importance, and is not confined to formal religious education programs. Education is seen as a continuous process in which all parishioners have a role in both teaching and learning.
- Participation. While there are many dedicated parishioners who give their time and talents in contributing to the growth of the parish, almost all of the commissions have identified a crucial need for additional volunteers. We need to find more effective ways of recruiting and retaining people in these important roles.

We invite all parishioners to read and prayerfully reflect on the contents of this plan. We encourage your feedback. Comments can be addressed to the Strategic Planning Committee and can be sent to the rectory.

For the Strategic Planning Committee,

Marilyn Dunphy  
Chairperson

Rev. Robert VerEecke SJ  
Pastor

February, 2002

# MISSION STATEMENT

St. Ignatius is a Catholic parish of the Archdiocese of Boston staffed by Jesuit priests and animated by a Jesuit spirituality that seeks to find God in all things. Parishioners are drawn from geographic areas near and far and include adults, young adults, children and seniors. We have a valued relationship with Boston College, partially defined by the location we share and the students, staff and alumni who choose to be part of our community.

Acknowledging our baptismal rights and responsibilities, inspired by the rich tradition of the Church and enlivened by the Second Vatican Council, we strive with the help of the Holy Spirit to:

- ground our lives in the sacraments and in the gospel of Jesus Christ;
- place the vibrant worship of God in the Eucharist at the center of our parish life;
- invite all people from diverse walks of life to make community with us;
- offer comfort to the alienated and marginalized in their faith journey;
- provide opportunities to enrich the prayer and spiritual lives of our community members;
- foster each parishioner's lifelong search to experience and understand Christ and His Church; and
- become active disciples in God's work in this world through our commitment to serve one another within and outside the parish.

All our efforts are dependent on the commitment of laity and clergy to continually collaborate for the greater glory of God.

# VISION STATEMENT

In a pastoral letter on ministry from Cardinal Roger Mahoney and the priest of the Archdiocese of Los Angeles, there is a vision of the Church of the future that is graced with the gifts of all the baptized. It speaks of the share that each of us has in the priesthood of Jesus Christ.

*All Christians are configured to Christ through Baptism, for that is the sacrament by which the new people of God are incorporated into the Church, participate in Christ's death and resurrection, and assume the name Christian. All Christians are called to a life of discipleship and have the obligation of extending His work and His presence in the world today. All share in the one and same vocation—to be and to build the Body of Christ, building up the Kingdom of God here and now.*

*It is in the Church, at this time and place, that the presence of Christ—the One who witnessed, worshiped, and above all served—continues. And it is through witness, worship and service that the Church continually expresses and receives its identity as the Body of Christ.*

At the core of this vision is the **empowerment of all the baptized**. We are on our way toward a more complete participation in the life of the Church but we have a long way to go. Some parishioners at St. Ignatius have committed themselves to this vision, but we are continually challenged to invite all parishioners to recognize the gift and responsibility of their baptismal vocation. After so many years of a model of Church where priests are "sacrament dispensers" and parishes are "service stations," it is difficult to move from the role of the laity as primarily "passive" to "active" in the life of the parish. Many still have a model of Church where they are to receive the sacraments and receive some "instruction" in return for financial support, but the gifts of the Spirit and one's baptismal inheritance are not claimed for one's own.

At St. Ignatius over the past decade and more, there has been much growth in the active role of parishioners. They serve in various liturgical ministries as lectors and ministers of music and Eucharist, assist with outreach and justice programs, direct retreats and prayer groups and volunteer as catechists. But still for a large percentage of the people, the role is essentially passive. How can we be both welcoming and accepting of each person where they are in their faith journey and at the same time encourage them to become more actively involved? How do we go about “empowering” the people of God in such a way that all claim their rightful place as the Body of Christ? **What is the role of the parish in the life of the people of St. Ignatius?**

### **"Parish as Well"**

People come to drink from the “water of life;” to have their thirst for God and the things of God recognized. They come to the well of spiritual wisdom and sacramental grace. We need to acknowledge the central place of baptism as the “water of life” that initiates us into a new relationship with Christ and with each other. **How do we encourage and enable our people to claim their baptismal inheritance as sons and daughters of God?**

In light of the image of parish as "Well", we recognize "Welcome" as a hallmark of our parish. This vision of the parish acknowledges the need to welcome people as they are and for who they are. Listening to each person’s story of faith or lack of faith is essential. Sharing mutual stories of faith, and questions about who God is in their lives is essential. This dynamic is powerfully articulated in the RCIA program. It is in this welcoming and initiating of “new” Catholics that the “Well” is drawn from so deeply. We also recognize that welcoming is an ongoing process and not just when one crosses the threshold of the Church. A new **Evangelization** commission desires to address the challenge of this ongoing welcome and integration into the life of the parish. We are particularly cognizant of the needs of Youth and Young Adults since they are the future of the Church. Our Faith Formation program and Young Adult community will need to be actively involved in this evangelizing initiative.

Another important welcoming has taken place for our Latino sisters and brothers, many of whom came from a local parish that was closed. This welcome and incorporation into the life of the community has the added challenge of language and cultural diversity. The Latino community at St Ignatius, which celebrates a Mass in Spanish each week has already enriched the life of the parish. The integration of this community has also invited us to celebrate bi-lingual liturgies on special occasions.

In a Jesuit parish like St. Ignatius many have the wisdom of the Spiritual Exercises to share with others. This experience of prayer, especially Ignatian forms of prayer, is a rich gift that might help people have their thirst for God met. The Spiritual Exercises of St Ignatius in Everyday Life (19<sup>th</sup> Anotation) are offered on a bi-annual basis. **The WELL of one's inner spirit** is deep and rich and it is through the many forms of prayer that we can draw “water from the well”. The number of people who take advantage of silent retreats, days of prayer, and faith-sharing groups has increased, but the invitation to others needs to be faithfully and frequently addressed.

The parish should be a place of “**WELLNESS**” for all people. We are a broken, bruised and vulnerable people in our daily lives and relationships. We are in need of healing, wholeness and reconciliation. Jesus Christ is the source of that “Wellness” not only through the sacramental moments of reconciliation and anointing but in our conversations and prayer groups, spiritual direction and conversations as friends in the Lord. “Bereavement ministry” has been a very substantial addition to our pastoral care. “Pasta and Prayer” has been another welcome addition. "Community Care" is an essential element of our life together and our service to one another. "Outreach to the Elderly" addresses the needs of our senior population for social and spiritual activities. The Gay and Lesbian Concerns group meets on a monthly basis to give parishioners who themselves are Gay or Lesbian as well as parents and siblings an opportunity to share their faith journeys with each other.

**"Parish as Source of Nourishment"**  
**(TABLE and FEAST)**

People are hungry for meaning, for genuine community, for knowledge of the Word of God. We are looking for ways of nourishing the people of God. Our liturgical celebrations nourish the spirit of people through proclamation and preaching of the Word of God, through music and the other arts and through an invitation to full sacramental participation. It is in the liturgy that we encounter Christ and each other, offering ourselves and our lives to the Father. As beautiful as the liturgy is, we struggle to actively engage the assembly in full participation.

There is a **hunger for the mind's being fed** as well as the spirit. The whole area of "adult education" is the greatest challenge to us. What can we do to encourage participation in adult faith formation and educational programs? What is the model that works best for people? We have extraordinary resources in this area, especially our catechetical leadership team and those who volunteer as catechists. Our connection with Boston College is another source of knowledge and expertise. The new "School of Theology and Ministry" at Boston College has already proved to be a rich resource for the parish.

There is a **hunger for justice** that comes to life when we confront unjust structures. Our outreach efforts to the homeless have grown enormously over the past 15 years but we continue to be challenged to find ways of making the Church's social justice teaching come to life. What do we need to do to build awareness of the issues and problems that deny people the basic necessities of life? One of the answers that we have found in the parish is through the JUST FAITH initiative. This national program invites small groups of parishioners to a reflection/action model that is inspired by Catholic Church teaching on social Justice. ARRUIPE, an initiative to help refugees who are placed in Boston and the environs is a concrete example of ARRUIPE's putting social teaching into action. Another important social justice initiative has been the annual visit of parishioners to St

Anne's Parish in West Kingston. Although the parish has had a relationship with St Anne's for 25 years, it was only in 2007 that an immersion program was put in place.

### **"Parish as Energizer"**

People's lives in this age are so filled with activity, with stresses, with questions and problems. Can the parish be a spiritual energizer in the lives of people to help them deal with life's challenges, moral and societal? The most concrete manifestation of the spiritual energy people receive from St. Ignatius is in the generous responses of our people to programs for the hungry, homeless, sick, and alienated. The gospel of Jesus Christ does translate into action in volunteer responses to situations of need. Some of the critical questions that arise from the vision of the parish as "energizer" are:

- **What kind of spiritual energy do people receive to make a difference in their homes and in their workplaces?**
- **What are the issues and problems of relationship and community, of value and sacrifice that people are facing in their daily lives?**
- **What is the interface between Sunday worship and the rest of one's life?**
- **What difference does it make that people come to witness, worship and serve in the context of this Jesuit Parish?**

The parish as "energizer" should empower people to make a difference in their homes, in the community and in the workplace.

### **"Parish as Neighbor"**

A significant part of the "vision" for the future of St. Ignatius must include the parish's relationship with Boston College. The Jesuit ministry in the parish is part of the larger mission of the Society of Jesus at Boston College. From its beginnings the parish's life has been intertwined with the life of the University and the Jesuit Community. The growth of the parish in tandem with the University raises extraordinary possibilities for creativity and collaboration. A closer working relationship with the University ministry will

be critical for the future of the parish as it responds to the needs of such a diverse community of parishioners, many of whom come to the parish because of their connection with Boston College. In September 2008, the parish began an informal relationship with St Mary of the Angels Parish in Roxbury. This Archdiocesan parish which has been staffed by Jesuits for the past 15 years and which presently is administrated by the pastor of St Ignatius can offer a rich experience of diversity and outreach for our parish community.

### **Summary**

Our shared Vision comes from a generous response to the gifts we have received from God. It is Jesus Christ who gives focus to our vision. It is through this "lens" that we see our world. It is this vision that is at the heart of our lives as Christians and as parishioners at St. Ignatius.

## **STRATEGIC GOALS AND OBJECTIVES**

# LITURGY

## OVERALL GOAL

**"To place vibrant worship of God in the Eucharist at the center of our parish life"  
From the Mission Statement**

## CURRENT SCENARIO

Liturgy at St. Ignatius is the center of parish life. On an average Sunday there are approximately 2000 people who come from near and far because of the quality of liturgical celebrations. The beauty of the church, the music, preaching and overall style and grace of the liturgy receive praise from all quarters. There is a high level of participation by lay people in liturgical ministries. There is also a good variety of liturgical style to meet the needs of a diverse population. Although the liturgies that are celebrated in the Lannon Chapel create community, they are often over-crowded. Those in the upper church mitigate against the creation of community and active participation in the rites of the Church. Despite the large number of volunteers at certain liturgies, there are others that do not have a strong volunteer base. The ministry of hospitality is beginning to develop but is a critical piece of development for the future. We need to encourage more and more of our youth to take active roles in the liturgical ministries available to them.

Over the the past two years (2006 – 2008) there has been an addition of weekly Sunday liturgies in Spanish responding to the needs of an increased Latino population. The liturgies take place in the Lannon Chapel. Another challenge is bi-lingual liturgies for occasional Sundays and special Feasts.

# LITURGY

## GOAL ONE: INSPIRE

Strive to plan liturgies that inspire, strengthen and nourish our entire parish family

.

**OBJECTIVE ONE:** Plan thematically throughout the Liturgical year to emphasize each liturgical season.

### ACTION ITEMS:

- Continue current reading reflection group to consider seasonal liturgical themes and ideas, including extending invitation to other ministers and other parishioners to share these reflections, and to report periodically to Liturgy Commission regarding those reflections. Continue using themes and ideas generated by these groups, both in homilies and other reflective activity to deepen awareness of liturgy
- Include a weekly liturgy reflection in the bulletin and on the web-site

**OBJECTIVE TWO:** Provide opportunities for evening prayer, reflections, and retreats to enhance each liturgical season.

### ACTION ITEMS:

- Continue using alternative liturgical services, such as Taize Prayer and Lenten Evening prayer, which allow parishioners to express our common spirituality
- Explore additional liturgical prayer services with a lay person presiding and offering reflections

# LITURGY

## **GOAL TWO: EDUCATION:**

**Provide educational opportunities for parishioners to enhance their appreciation of and participate in liturgical worship.**

**OBJECTIVE ONE:** Communicate the need for a deeper understanding of what "full, active and conscious participation" in liturgy demands.

### **ACTION ITEMS:**

- Devote three or four weekends throughout the each year to education on Sunday Celebration of the Eucharist
- Ask homilists on a regular basis to preach about the meaning of and celebration of liturgy
- Facilitate discussions after the liturgies to deepen understanding and appreciation of the celebration
- Offer "mini"courses to the whole parish on liturgy and sacraments that make explicit connections between "liturgy" and "life"

**OBJECTIVE TWO:** Make a more explicit connection between the RCIA program and the larger parish community within the liturgical assembly

### **ACTION ITEMS**

- Explore ways of connecting parishioners with catechumens and candidates in the initiation process
- Prepare the community for the celebration of the rites of initiation in the Advent and Lenten seasons through catechesis in the bulletin and in preaching
- Increase the visibility in the larger community of the catechumens and candidates

# LITURGY

## **GOAL THREE: COLLABORATION**

**Collaborate with St. Ignatius commissions, Boston College School of Theology and Ministry and other worshipping communities to enrich the liturgical experience of participants.**

**OBJECTIVE ONE:** Facilitate conversations and planning with other commissions that have liturgical components in their ministry

### **ACTION ITEMS**

- Hold semi-annual joint commission meetings where each commission identifies its liturgical needs
- Encourage the sharing of resources in planning and executing of programs in spirituality and social justice working in with the Spiritual Development and Parish Life Commissions

**OBJECTIVE TWO:** Continue working with Boston College STM, to develop and implement educational and spiritual opportunities.

### **ACTION ITEMS**

- Continue the Liturgy Lecture Series with the guest lecturers from STM
- Develop specific 'continuing education' opportunities geared specifically for lectors

**OBJECTIVE THREE: Look for opportunities for dialogue and celebration with other worshipping communities.**

### **ACTION ITEMS**

- Explore possibilities of ecumenical services in the local area
- Collaborate with Newton clergy in ecumenical services planned throughout the year

# LITURGY

## **GOAL FOUR: RECRUITMENT**

**Continue to develop and implement programs that encourage a wider, deeper and intentional participation in the various liturgical ministries**

**OBJECTIVE ONE:** Increase interest in the various liturgical ministries

### **ACTION ITEMS**

- Continue methods to monitor liturgical ministers needed for each weekend and special liturgy and to encourage ministers to explore new ways of service at all liturgies
- Update and/or create handbooks for each liturgical ministry
- Encourage current ministers to serve as mentors for new ministers
- Use the regular sign-up days to invite persons to join various ministries and set up methods for welcoming new ministers
- Continue on-going invitation to potential ministers throughout year to make up deficiencies in numbers, using both personal invitation and homilies that encourage ministry
- Assure equal participation through regular rotation of ministers and encouraging use of monthly schedules for each liturgy
- Continue to develop a systematic altar server training program that involves young people in this ministry of service and to schedule altar servers at all liturgies.

## **GOAL FIVE: ARTISTIC EXCELLENCE**

**Continue to emphasize the role of the arts in worship and spirituality and devote musical and other resources to this goal.**

# LITURGY

**OBJECTIVE ONE:** A continued commitment to support the quality of musical liturgy at St. Ignatius.

## **ACTION ITEMS:**

- Discern the needs of the music program so that it will continue to grow and flourish
- Assess the needs of the music program with the director of music and others involved in music ministry

**OBJECTIVE TWO:** Continue to develop other liturgical arts such as dance and drama to enhance the celebration of Sunday and special liturgies.

## **ACTION ITEMS**

- Explore the possibility of developing programs that use liturgical art and icons for reflection.

## **BEST CASE SCENARIO**

Liturgy at St. Ignatius is the center of parish life. On an average Sunday there are approximately 2000 people who come from near and far because of the quality of liturgical celebrations. The beauty of the church, the music, preaching and overall style and grace of the liturgy receive praise from all quarters. There is a high level of participation by lay people in liturgical ministries. There is also a good variety of liturgical style to meet the needs of a diverse population. Although the liturgies that are celebrated in the Lannon Chapel create community, they are often over-crowded. Those in the upper church mitigate against the creation of community and active participation in the rites of the Church. Despite the large number of volunteers at certain liturgies, there are others that do not have a strong volunteer base. The ministry of hospitality is beginning to develop but is a critical piece of development for the future. We need to encourage more and more of our youth to take active roles in the liturgical ministries available to them.

# LITURGY

Over the the past two years (2006 – 2008) there has been an addition of weekly Sunday liturgies in Spanish responding to the needs of an increased Latino population. The liturgies take place in the Lannon Chapel. Another challenge is bi-lingual liturgies for occasional Sundays and special Feasts.

**Provide opportunities for collaboration within liturgical communities and commissions of the Parish along with other worshipping communities**

## OBJECTIVE ONE:

**Facilitate conversations and planning with other commissions that have liturgical components in their ministry**

### **ACTION ITEMS**

- Hold semi-annual joint commission meetings where each commission identifies its liturgical needs
- Encourage the sharing of resources in planning and executing of programs in spirituality and social justice working in concert with the Spiritual Development Commission

## OBJECTIVE TWO:

**Look for opportunities for dialogue and celebration with other worshipping communities.**

### **ACTION ITEMS**

- Continue dialogue with the office of Campus Ministry at Boston College
- Facilitate meetings with Campus Ministry staff to explore common resources and plan for one or two joint services during the academic year
- Explore possibilities of ecumenical services in the local area
- Collaborate with Newton clergy in ecumenical services planned throughout the year

# LITURGY

## GOAL FOUR

**Continue to use all resources to facilitate “full, conscious and active participation” by parishioners in all areas of worship**

### OBJECTIVE ONE:

**A continued commitment to using all forms of artistic expression to enrich the beauty of the liturgical experience for all participants and to express our common faith**

#### **ACTION ITEMS:**

- Discern the needs of the music program so that it will continue to grow and flourish
- Assess the needs of the music program with the director of music and others involved in music ministry
- Develop an intergenerational dance ministry at Saint Ignatius
- Continue to offer classes and workshops in dance and movement prayer for youth and other parishioners
- Explore methods by which other means of artistic expression, including visual arts, can be used to enhance the beauty of the liturgies and to involve members of the worshipping community
- Continue using floral and fabric artistry to enhance the celebration of the liturgical seasons
- Explore new ways to use the arts in the worship space

# LITURGY

## OBJECTIVE TWO:

**A renewed and continued commitment to using alternative liturgical services and prayer opportunities to enhance spirituality**

### **ACTION ITEMS**

- Continue using alternative liturgical services, such as Taize Prayer and Lenten Evening prayer, which allow parishioners to express our common spirituality
- Explore additional liturgical prayer services with a lay person presiding and offering reflections
- Communicate and collaborate with other commissions to plan a monthly prayer service using the leadership gifts of parishioners
- Identify/offer training opportunities in "lay preaching and presiding" for interested parishioners
- Develop and implement a plan for marketing and raising awareness of alternative liturgical and prayer services using current and new technologies.

## OBJECTIVE THREE:

**Develop a systematic means of evaluating the effectiveness of the liturgies and alternative liturgical services in serving the members of the Parish community**

- Conduct periodic, regular surveys and focus groups to determine the short and long range needs for each community served
- Using information gathered at focus groups, develop and implement changes to services and liturgical practices to encourage active participation

# LITURGY

## OBJECTIVE FOUR:

**Increase the visibility and effectiveness of the Liturgy Commission**

### **ACTION ITEMS:**

- Identify and invite people to assume leadership positions to organize, develop and encourage new initiatives for the Commission as well as its sub-groups.
- Continue regular meetings, bringing together representatives from each liturgy, to coordinate joint and independent programs and plan for the sharing of resources and supplies.
- Create a unified calendaring system, both for planning and notifying potential participants of programs.
- Establish a procedure for scheduling events
- Strengthen network of communication with other Commissions, to coordinate programs or events and share resources.
- Establish a procedure for publicizing the work of the Commission, to aid in attracting new members and potential leaders for each group.
- Develop coordinated budgeting and reporting systems for the Commission

# LITURGY

## BEST CASE SCENARIO

The renovation of "hearts and minds" will engage more and more people as full, conscious and active participants in the Church's worship. The best case scenario for liturgy at St. Ignatius must build on the renovation of the liturgical space to renovate hearts and minds. Full use of the renovated space in the upper church facilitates the development of community as well as invites people into a celebration of the Rites of the Church in a more profound way than was available before.

The addition of the Latino community enhances our liturgical celebrations. They are able to celebrate in their own idiom with services for the Latino community. And they are welcomed to and actively incorporated into the broader community celebrations.

# SPIRITUAL LIFE

## OVERALL GOAL

**“Provide opportunities to enrich the prayer and spiritual lives of our community members.”**

**-- From the Parish Mission Statement**

## PREAMBLE

The Saint Ignatius Mission Statement declares that our “Jesuit spirituality ... seeks to find God in all things.” It states that we are “inspired by the rich tradition of the Church and enlivened by the Second Vatican Council,” which stipulates that, “all in the Church, whether they belong to the hierarchy or are cared for by it, are called to holiness...’for this is the will of God, your sanctification (1 Th. 4:3; cf. Eph. 1:4)’” (Vat. II Ch. V par. 39)

The integration of the individual “call to holiness” with other areas of our parish life occurs as we develop our own relationships with God, through and with one another. The integration of our spiritual life with our actions always impels us to greater love, respect and humility toward one another and toward the powerful, mysterious and intimately personal nature of spiritual growth. Our common goal is to grow together through our maturing relationships with God. We are thus enabled to accept the wisdom and experience of others more gracefully, and to share our own gifts more readily.

"By their fruits you shall know them" calls us to care for the spiritual and physical well-being of one another, to "love one another." This “is, was, and always shall be” the true fruit and goal of our Lord. We learn through prayer, reflection and action how we can “show our love in deeds rather than words.” (Spiritual Exercises)

As a Jesuit Parish, energized by Ignatian spirituality and enlivened by its charisms, we are committed to helping one another grow in the knowledge and love of Jesus Christ, our Risen Savior, and to encouraging one another to grow in the desire to follow and serve Him in the world.

## CURRENT SCENARIO

# SPIRITUAL LIFE

- The sexual abuse crisis, parish closings and other controversies of recent years have changed and challenged all of us, giving rise to powerful emotional responses and inviting deeper, more critical reflection, both individually and communally, on what it means to be “church” in these times.
- The growth of the parish and the influx of new members from closed or reconfigured parishes, including those from the Latino community, have invited us to greater hospitality, inclusiveness and openness as a Christian community.
- While we continue to welcome and support the many spiritual practices of our growing body of members and the many rich spiritual traditions of the Catholic Church, we have found ourselves moved toward a more intentional and conscious embrace of the Christo-centric, incarnational and active spirituality of St. Ignatius of Loyola, our founder and patron.
- As an expression of our identity and spirituality as a Jesuit parish, a 19<sup>th</sup> Annotation retreat, the Spiritual Exercises in everyday life, was offered and made by 24 people in 2005-2006 and 22 people in 2007 – 2008
- The parish continues to offer a wide variety of programs and activities, open to all parishioners and designed to enrich their spiritual lives (see Appendix One at the end of this section)
- For the majority of parishioners, however, Sunday liturgy remains the principal source of spiritual nourishment within the parish community
- Amid the demands of busy lives, many parishioners feel they lack the time and freedom to participate in spiritual activities outside of Sunday liturgy
- But prayer cards and other Sunday “take-aways” for spiritual reflection during the week have been well-received.
- Parish retreats, although very popular, need to be marketed to a new population
- Yet the integration of spirituality with other areas of life, such as work, family and relationships, remains challenging for many
- The possibilities for spiritual connections with the lives of others in our larger parish or geographic communities are often unrecognized and/or unattended

# SPIRITUAL LIFE

- The spiritual development needs and desires of some constituencies within the parish (e.g. seniors, youth, young adults, new members) may be underserved
- The integration of spirituality with the work of other commissions and other aspects of religious life could be improved and strengthened
- Few parishioners recognize their own actual or potential talents as participants, leaders or facilitators of “spirituality of everyday life” activities in the parish

**Goal One: Offer opportunities for parishioners to deepen their relationships with Jesus Christ and with each other.**

## **OBJECTIVE ONE:**

**Better comprehend the current needs and desires of a parish that continues to grow and change**

### **ACTION ITEMS**

- Analyze: Employ the 2006 survey results to understand what can be quantified or reasonably inferred about the community’s needs and desires for spiritual growth and more intimate friendship with the Lord.
- Interview, listen, discuss: Employ formal and informal one-on-one interviewing techniques; engage in active listening, deeper discussion, and promote opportunities for both, so that we may better apprehend and understand the qualitative context we are working in. What are the real obstacles, fears, hopes and desires of the community? We believe the answers may be more naturally and fully revealed in a milieu of conversation, faith-sharing and fellowship.
- Look for opportunities to collaborate with and better serve the spiritual needs and desires of other commissions and groups within the parish so that our bonds are strengthened and our understanding of each other’s needs and desires is deepened.

# **SPIRITUAL LIFE**

## **OBJECTIVE TWO:**

**Continue to adapt and offer the Spiritual Exercises and Ignatian forms of prayer so that our brothers and sisters in the parish come to know and love Jesus more deeply and desire to follow Him more closely.**

### **ACTION ITEMS**

- Continue to teach and adapt methods of contemplation and imaginative prayer that are rooted in the Spiritual Exercises of St. Ignatius and are well-suited to the lives and needs of the parish community.
- Look to develop alternative and more portable methods for sharing, teaching and communicating the gifts and practices of Ignatian spirituality within the parish and beyond.

**Goal Two: Integrate spiritual experience and formation with all areas of parishioners' lives**

## **OBJECTIVE ONE:**

**Encourage and foster the integration of spirituality into all of life's endeavors and experiences--careers, relationships, aging, times of joy, grief, loss, uncertainty or alienation--so that the community truly "finds God in all things" (from the Constitutions of the Society of Jesus)**

### **ACTION ITEMS:**

- Build awareness of how already existing activities/opportunities demonstrate and promote this integration
- Develop new programs and activities, especially portable, self-guided materials for mid-week reflection, to foster this integration in everyday life.
- Teach Ignatian methods of discernment as a tool for understanding God's action in our lives, making sound choices, and choosing the greater good in the context of everyday life.

# **SPIRITUAL LIFE**

## **OBJECTIVE TWO:**

**Dispel the idea that spirituality is a solitary experience and emphasize its communal connections.**

### **ACTION ITEMS:**

- Develop the awareness that spirituality leads to action, animated by justice and compassion, for the realization of the reign of God on earth and for the benefit of others, especially those who are vulnerable or suffering today in our world
- Highlight the integration of spirituality, social ministries and action for Justice
- Develop tools to foster and evaluate the social justice dimensions of spiritual activities, especially with regard to the biblical, Christian, Catholic, and Ignatian commitments to a "preferential option for the poor"
- Seek to create spiritual opportunities that empower those who are marginalized in society and/or the parish--e.g., older parishioners, young people, ethnic and racial minorities—to take their rightful place in our faith community and in our world; and that inspire those who are not marginalized toward greater solidarity with them and advocacy on their behalf.
- Seek to involve the whole spectrum of generations and interest groups (those parishioners who are very involved, those who have some involvement, and those who have a minimal and /or tentative involvement) into ever-deeper communion with all of us and with the Lord
- Create a climate of acceptance and active listening that empowers community members to speak what's in their hearts and share their concerns with brothers and sisters in the parish.
- Emphasize the integration of spirituality with faith formation, so that people's faith journeys continue to be enriched and informed on all levels of development and experience
- Collaborate with other commissions to integrate the communal aspects of spirituality into the work of their groups

# **SPIRITUAL LIFE**

- Collaborate with Boston College, other Catholic parishes and religious denominations to offer opportunities for communal spiritual enrichment

<p><b>Goal Three: Foster spiritual leadership in the parish</b></p>
---

## **OBJECTIVE ONE:**

**Identify, support and train parishioners to lead spiritual programs.**

### **ACTION ITEMS:**

- Emphasize a leadership style that is characterized by the use of each individual's gifts and charisms
- Seek to identify and encourage parishioners with gifts to offer the community to come forward
- Collaborate with other Commissions to better serve the spiritual needs of their own constituencies and to identify those within their groups who may have the potential and desire for spiritual leadership in the wider parish
- Find or develop adequate training resources to enable and support parishioners willing and able to be leaders of "spirituality in everyday life" experiences.

# **SPIRITUAL LIFE**

## **OBJECTIVE TWO:**

**Develop an archive of programs, materials and methods so that parish leaders and current or future facilitators can more readily access, adapt and replicate programs.**

### **ACTION ITEMS:**

- Develop a centralized repository of programs, aids, retreat materials and guides, evaluation forms, commission meeting minutes and agendas, as well as the texts of talks and reflections, so that any and all may have access to the work, resources and the history of this commission.

## **BEST CASE SCENARIO**

- “See how they love one another.” The universal “call to holiness” becomes the norm as the community expresses ever increasing activity that demonstrates their love for one another and for those less fortunate.
- Our collective response to the needs of those beyond this parish, especially the poor and the marginalized, becomes both more immediate and more committed and sustained.
- Members feel they are heard and strengthened by the community so that they are emboldened to discuss and confront even what is most difficult for them--including sin, on both the individual and societal/structural levels
- Actions to promote justice are supported and enriched by the prayer and reflection that begins, sustains and challenges greater levels of involvement in both charitable and structural social ministry endeavors
- Current programs and level of spiritual development continue to grow and enrich the parish community
- Level of leadership, development and involvement by parishioners increases more than enough to accomplish objectives
- Integration and collaboration of spiritual development with other commissions is effective and becoming ever more the rule

# **SPIRITUAL LIFE**

- Other commissions integrate spirituality into all of their activities and the spiritual development commission engages with them as a matter of course
- New opportunities for spiritual expression are identified and parishioners' gifts are called forth to engage with these opportunities

## **APPENDIX ONE**

### **CURRENT PROGRAMS/ACTIVITIES**

- Sacraments/Liturgy
  - Very strong liturgies: the primary spiritual expression and experience of the parish as a whole
- Retreats
  - Two fully subscribed weekend retreats (Spring and Fall) at Eastern Point Retreat House
- 19th Annotation Retreat
  - The Spiritual Exercises in Everyday Life—a six-month program—was offered in 2005-06, 2006-07, and 2007-08
- Prayer and Faith-sharing groups
  - Several on-going self-facilitating groups
- Days & Evenings of prayer
  - Several opportunities throughout the year, focusing on various constituencies, such as RCIA members and seniors as well as those coping with bereavement and loss
  - Seasonal Programming in Advent and Lent: Days of Reflection and Evenings of Prayer; Praying with Ignatius during Lent; Introduction to Prayer in Advent
- Prayer and Study Groups
  - The writings of Henri Nowen, the Hebrew Scriptures and contemporary books on faith and spirituality have been subjects of small-group study, reflection and discussion
- Spirituality through the Arts and Poetry

# **SPIRITUAL LIFE**

- Children's spirituality
  - Program begun in 1990
- Spiritual Direction/Companions
  - Priests and several non-ordained ministers provide one-on-one as well as group spiritual direction and companionship to parishioners
- Dance
  - Workshops on “movement prayer” and dance as part of liturgical celebrations
- Music
  - Talented and varied musical involvement in liturgies and prayer services; overall excellent integration of music with spiritual life of the parish

## **APPENDIX TWO**

### EXAMPLES OF NEW PROGRAMS AND ACTIVITIES THAT COULD BE EXPLORED

- Another “19th Annotation Retreat”
- Other Adaptations of the Spiritual Exercises and Ignatian methods of prayer, especially using new media
- Methods of discernment—programs targeting young adults and professionals, in particular
- Spirituality in the larger community
- Spiritual collaboration within Roman Catholic community
  - Include other parishes in our programs
  - Publicize other parishes' programs
  - Develop joint programs
  - Archdiocesan liaisons
  - Boston College liaisons
  - Liaisons with Eastern Rite and Orthodox Churches
  - Interfaith Collaboration

## **SPIRITUAL LIFE**

- Ecumenical activities during Passover, Easter, Ramadan, etc.
- Book discussions

# FAITH FORMATION

## OVERALL GOAL

**To foster each parishioner's lifelong search to experience and understand Jesus Christ and the Church.**

## CURRENT SCENARIO

The Faith Formation Commission meets on the fourth Tuesday of every month, September through May. The commission monitors and evaluates the ongoing faith formation programs offered by the parish from preschool through adult.

We see St. Ignatius as a community of learning, worship, and outreach that spans the entire age range of the parish. We offer varied opportunities for adults to better learn about, understand, and live out their faith, as well as provide resources for parents, who are the primary faith educators of their children. St. Ignatius offers an enriching, parish-based faith formation program for more than 350 children and young people. There are two program choices for this group (a multi-aged arts-based program that meets biweekly, and an age-grouped classroom-based program that meets weekly), and a dedicated community of 40 catechists working with children from preschool through high school. It is believed that a significant percentage of parishioners are not participating regularly in any form of faith formation for reasons that need to be more fully defined and understood.

### Current Programs

- With Open Arms
- Rite of Christian Initiation of Adults (R.C.I.A)
- Little Rock Bible Study
- Adult Confirmation
- Mini Courses and Workshops
- Ongoing Book Discussion Groups
- Preschool- Confirmation Catechetical program
- Arts-Based Catechesis for grades K - 5
- Protecting God's Children – training program for staff and volunteers

# FAITH FORMATION

- Just Faith Initiatives
- Catechesis in Spanish, including sacramental preparation and adult faith formation
- Faith Forum (adult faith discussions)
- Women's Retreat
- Just Youth: book group based on Catholic Social Teaching for students in grades 6-10
- Middle School Service-based catechesis
- Whole Community Catechesis Events
- Personal Safety Program for students in grades 1-8

**Goal One: At St. Ignatius, we are devoted to the concept and practice of Whole-Parish Catechesis.**

**Objective One: Our objective is to create a culture and environment in which everyone from our youngest members to our elders are life-long learners in apprenticeship to Jesus Christ.**

## **ACTION ITEMS:**

- Assess the needs and desires for, as well as barriers to, Whole-Parish Catechesis.
- Identify ways in which to measure the effectiveness of our Faith Formation programs
- Measure effectiveness by identifying what percent of the parish is actively involved in any form of faith formation and what percent is not.
- Evaluate and propose new ways to meet the needs of those whose needs/desires for accessible faith formation are not being met.
- Transition the newly confirmed into adult education and parish ministry.
- Assess, select, and use technology to further educational goals
- Improve marketing of our programs and available resources to the community(i.e. including links to other local resources, DVD's, videos, podcasts, independent or online study, etc.
- Build "teaching moments" into liturgical celebrations

## FAITH FORMATION

- Continue to build opportunities for women's programs
- Examine and revise the adolescent catechetical program (grades 6 –12): expand scope of curriculum to include more Catholic Social teaching
- Explore where Confirmation best fits in the curriculum
- Evaluate scope and sequence of our program to see what kids know when they leave our program
- Deepen all students' understanding of, and commitment to, service to the parish and the larger community.
- Maintain Adult and Children's libraries - make them pleasant and useful places for parishioners to read; stock with current periodicals or topical books
- Begin to identify and allocate educational resources (materials, programs, staff) for "hard to reach" populations, e.g. seniors, road warriors, mothers of young children, post-confirmation students.
- Establish more service opportunities at all age levels, coordinated with our Outreach ministry
- Continue implementing Personal Safety Program – in accordance with archdiocesan requirements for all Faith Formati

# OUTREACH MINISTRIES

## OVERALL GOAL

"To become active disciples in God's work in this world through our commitment to serve one another within and outside the parish."

*From the Parish Mission Statement*

## CURRENT SCENARIO

The parish offers a number of "outreach" programs (e.g., Fourth Tuesday Dinners at the Shattuck Shelter, Christmas Gift Drive, Cookouts at Seton Manor, Habitat for Humanity "Build-a-thons") for parishioners to respond in compassion to the needs of our broken world. These programs encourage our community's participation in building God's reign here on earth. Yet while providing direct relief for persons experiencing hunger, homelessness, or other needs, these programs often do not address the deeper, systemic issues causing such injustice, to which our faith also calls us to respond.

- Programs are developed by the Social Ministries Commission and the Senior Outreach Committee.
- Ongoing programs are coordinated by individuals, while one-time events are often implemented by members of the Social Ministries Commission.
- Opportunities for group theological reflection and social analysis related to social ministry experiences exist, but greater participation needs to be encouraged.
- Social ministry endeavors are increasingly integrated with other parish ministries
- Programs provide opportunities for parishioners to respond to needs in the larger community.

## GOAL ONE: EDUCATE

Educate parishioners to make explicit connections between social justice and living a life of faith in the world

### OBJECTIVE ONE:

**Provide opportunities within parish to explore connections between social justice and living a life of faith.**

ACTION ONE: Engage parishioners in social analysis and theological reflection to develop a greater understanding of current social issues and to reflect on a faith response grounded in our tradition of Catholic Social Teaching.

- Develop opportunities for group reflection around Catholic Social Teaching.
- Use parish website and e-communications effectively to educate about Catholic Social Teaching and social advocacy resources.
- Provide web links to Catholic Social Teaching and social advocacy resources
- **Encourage just faith initiatives**

# OUTREACH MINISTRIES

ACTION TWO: Increase the awareness and importance of participation and involvement in social justice initiatives through tithing time and resources.

- Survey parishioners to identify what social issues/agencies to which they would like to commit time and finances and respond to the parishioners effectively.
- Utilize bulletin boards and other visual displays in the gathering space (and the Friary Room) to communicate outreach ministry efforts and share parishioner experiences of these ministries. Focus, in particular, on the young adults of the parish.

ACTION THREE: Collaborate with other commissions in order to integrate parish outreach ministry within the overall array of parish ministries. In particular,

- Continue work with the faith Formation Commission (FFC) regarding the role of social justice education and action in various educational efforts.
- Work with the Liturgy Commission to explore ways to integrate social justice concerns into Liturgy.
- Utilize resources of Spiritual Development Commission (SDC) in offering opportunities for reflection for parishioners.

## OBJECTIVE TWO:

**Extend conversation beyond parish boundaries.**

ACTION ONE: Explore means of crossing denominational, neighborhood, racial, ethnic, and socio-economic boundaries in building community and organizing for social change.

- Utilize already existing educational resources of agencies (e.g., knowledgeable staffs, Shattuck Shelter's speakers' bureau)

ACTION TWO: Increase the awareness of the role St. Ignatius plays with St. Anne's Church, Kingston, Jamaica.

- Develop an action plan

ACTION THREE: Increase the awareness of the role St. Ignatius might/could play with St. Mary of the Angels Church in Roxbury

- Develop an action plan

ACTION FOUR: Investigate ways of deepening our commitment to current institutional relationships.

- **Invite residents, guests, and/or clients of various agencies (e.g., Seton Manor) to our liturgies and parish events**
- **Contact one institution per quarter to identify opportunities to present the institution or agency mission and work to the parish community.**

<b>GOAL TWO: FACILITATE</b>
-----------------------------

# OUTREACH MINISTRIES

Provide opportunities for parishioners to respond to connections between social justice and living a life of faith in the world.

## **OBJECTIVE ONE:**

**Support and enhance ministries of charity, which reach out in compassion to the most vulnerable of society.**

ACTION ONE: Develop leadership for sustaining current ministries.

- Identify coordinators for existing ministries and events.
- Develop role descriptions with clear guidelines for coordinators and volunteers
- Utilize our survey results in identifying parishioners' skills and interests, thereby increasing their involvement in outreach ministries
- Encourage financial and resource contributions to the parish's outreach activities.

## **OBJECTIVE TWO:**

**Provide opportunities for parishioners to advocate for social justice.**

ACTION ONE: Identify and promote opportunities for parishioners to advocate for social justice.

- Provide detailed information for parishioners on recipient agencies and how the funding will be used (via bulletin, web, etc.)
- Utilize Catholic Social Teaching documents in communicating how such collections fit in with the Call of the Church.

ACTION TWO: Educate about social issues and opportunities for advocacy within already existing programs.

- Provide information on the broad, systemic issue of housing and provide suggestions for Habitat for Humanity volunteers which will help them undertake effective advocacy.

## **BEST CASE SCENARIO**

**Parishioners recognize participation in building God's reign of justice and peace, both individually and as a community, as an integral part of a life of faith and a natural extension of our common experience of Eucharist. Such an understanding is nurtured by ongoing dialogue within the parish and with persons in the broader community. Parishioners are empowered to take an active leadership role in developing and sustaining both charitable and social justice structural endeavors. The work of the Just Faith Community has already made important strides in this direction by sponsoring talks on refugees, immigration and peace.**

# PARISH LIFE

## OVERALL GOAL

**To encourage and facilitate active participation in the parish and to build community with one another, acknowledging the unique challenges we face as a diverse and “intentional” parish.**

*“Acknowledging our baptismal rights and responsibilities, inspired by the rich tradition of the Church and enlivened by the Second Vatican Council, we strive with the help of the Holy Spirit to . . .invite all people from diverse walks of life to make community with us; offer comfort to the alienated and marginalized in their faith journey . . .”*

Parish Mission Statement

## CURRENT SCENARIO

### GENERAL

Saint Ignatius is a unique parish in that it draws its parishioners throughout the metropolitan Boston area. Although it has a strong core of geographical parishioners, many of whom have been in the parish for years, it also attracts members who choose to travel distances to worship with this community. A number of factors influence this dynamic. Many come because of their connection with Boston College or other Jesuit institutions. Others have come to the parish because of changes in the structure of the parishes in the archdiocese. Some affiliate with the parish because it fulfills a special need or purpose for them or because they want to participate in the many programs offered by the parish.

The fact that Saint Ignatius is not a neighborhood parish challenges us to find ways to connect and include people in active membership. Although liturgy is the main attraction for our membership, our common baptismal call impels us to create community in whatever ways that we can.

The Parish Life Commission is an umbrella organization, bringing together various groups with distinctly different charisms, serving distinctly different persons within the parish community. Each group within the Commission aspires to create connections among members of the parish

# PARISH LIFE

community and to give them both spiritual and social support. Because of the distinctly different nature of each of these groups, it is helpful to identify the ministry and challenges currently faced by each group.

## PURPOSE FOR EACH GROUP

### Bereavement Ministry

This group offers solace to families or individuals who are suffering the loss of a loved one. They also provide information on how the parish community assists families in preparing for funerals. They console the mourners with words of faith and support and active participation in the celebration of the funeral rites.

### Catholic Gay and Lesbian Concerns

This group seeks to facilitate conversation for our Gay and Lesbian parishioners, as well as parents, friends and family members of Gay and Lesbian Catholics. They endeavor to provide an informal context in which people feel free to talk about their questions and concerns.

### Communications & Technology Group

This group attempts to enhance various modes of communication in the parish by utilizing new and current technology in order to improve the connections between parishioners.

### Community Care:

This group seeks to acknowledge the happenstance and happiness associated with life through personal contact, phone calls, cards, or meals. The group must build a network to identify these issues.

### The Martha Guild:

By sponsoring special events (such as concerts, Easter Vigil Reception, and social

## PARISH LIFE

gatherings) this group tries to extend a welcome to parishioners and visitors.

### Pastoral Care Group:

This unique group plans and implements programs and events, showing appreciation and support for people that volunteer their time, talent and treasure to serve our parish community and the world at large. Activities include the annual Appreciation Dinner, Welcoming Brunch for the RCIA community and Refreshment and Renewal Programs for each of the ministry groups. The group needs to attract new members and to encourage groups to take advantage of their support.

### Voice of the Faithful (VOTF):

This group seeks to provide a prayerful voice, attentive to the Spirit, through which the faithful can actively participate in the governance and guidance of the Catholic Church. As an affiliate of the national VOTF, the group works in partnership with other local VOTF groups to fulfill the national goals: to support those who have been abused, to support priests of integrity, and to shape structural change within the church.

### Young Adult Community:

Composed of Catholics between the ages of 20 and 39, this group sponsors a variety of educational, volunteer, spiritual and social programs and opportunities, both within the parish and in conjunction with the Archdiocese of Boston, including a weekly scripture reflection and an annual retreat.

# PARISH LIFE

## GOAL ONE

**Develop strategies that will assist parishioners in developing a stronger sense of being part of a caring community**

### ACTION ITEMS:

- To develop regular after liturgy programs to facilitate introductions and interaction among parishioners.
- Identify persons who would like to become more involved in parish life and extend personal invitations to those persons to participate in areas of interest.
- Create network opportunities for persons within the parish based upon common characteristics, such as geography or shared interests as a way of helping parishioners get to know others in parish community.
- Conduct periodic, regular surveys and focus groups to assess how parishioners feel about the status of parish life.
- Further identify parishioner needs in the area of parish life, prioritize these areas and implement, as possible.
- Develop programs to educate the community with regard to our Jesuit Ignatian identity.
- Develop orientation programs for new parishioners.
- Develop programs to support members of the parish community in life changing transitions, both joyous and sorrowful.

## GOAL TWO

**Develop more effective use of new and traditional forms of technology to improve communication and connections between and among the parish staff, commissions, and parishioners.**

### ACTION ITEMS:

- Conduct periodic, regular surveys and focus groups to assess the needs of interested parties, including parish staff, parish groups, and parishioners regarding parish communications.

# PARISH LIFE

- Identify available forms of technology and how they may be used to improve methods of communications in the parish.
- Establish methods for analyzing information from the surveys and focus groups.
- Develop and implement a plan for improving and establishing effective methods of communications using current and new technologies.
- Develop programs to educate and train interested parties, including parish staff parish groups and parishioners regarding the communications implemented.
- Develop process for evaluating effectiveness of communication techniques.

<p style="text-align: center;"><b>GOAL THREE</b> <b>Develop and strengthen the Parish Life Commission infrastructure</b></p>
--

**OBJECTIVE ONE:**

**Increase the stability and viability of each of the Parish Life groups**

**ACTION ITEMS:**

- Identify people to assume leadership positions to organize, develop and encourage new initiatives for each of the Commission groups.
- Schedule regular meetings, bringing together representatives from each group, to coordinate joint and independent programs and plan for the sharing of resources and supplies.
- Create a unified calendaring system, both for planning and notifying potential participants of programs.
- Establish a procedure for scheduling events, purchasing supplies and requesting assistance from parish staff for running of events.
- Strengthen network of communication with other Commissions, to coordinate programs or events and share resources.
- Establish a procedure for publicizing the work of each of the groups, to aid in attracting new members and potential leaders for each group.
- Develop coordinated budgeting and reporting systems for each group.

# PARISH LIFE

## OBJECTIVE TWO:

**Increase the visibility and effectiveness of each of the Parish Life groups**

### **ACTION ITEMS:**

- Conduct periodic, regular surveys and focus groups to determine the short and long range needs for each community served by specific Parish Life groups.
- Develop and implement new ideas to keep programs dynamic and attractive to the parish community.
- Develop and implement effective methods of marketing the programs and initiatives.
- Develop systematic method of analysis for ongoing programs and events, to avoid redundant programs aimed at the same segment of the parish community and to assist in making events more accessible and interesting to members of parish community.

## **BEST CASE SCENARIO**

Called to serve one another, we believe that caring hearts are only activated when the needs of the diverse members of the parish family are recognized. Each of the Parish Life groups, through its programs, is building strong ties among the sundry sections of our parish family. Each of the Parish Life groups is recruiting and retaining new members, cultivating leaders, and programming events that invite and include all in the parish family.

- New leaders and members are recruited to refresh and expand the ministry of each of these groups
- Each group is utilizing all available effective resources for publicizing its events and programs, including the current and developing technology.
- Procedures are implemented for scheduling events, purchasing supplies and requesting assistance from parish staff; a unified calendaring system is used for event planning and notification.

## **PARISH LIFE**

- Methods for analyzing the effectiveness and accessibility of each of its programs have been implemented, including a procedure for responding to that analysis, to ensure that programs remain dynamic and attractive to the target audience.
- Each group has established a budget and method of reporting on activities to the Commission.

# PHYSICAL PLANT

## PHYSICAL PLANT

### OVERALL GOAL

**To exercise responsible stewardship of the physical plant environment insuring that it is safe, accessible, energy efficient, liturgically functional, and esthetically uplifting**

### CURRENT SCENARIO

The physical plant of Saint Ignatius of Loyola is comprised of two buildings. The church, constructed in 1949 in the gothic style has both an upper and a lower level. The upper level is the main worship space with fixed seating for approximately 600 people. The lower level contains several different space configurations. There is a chapel with flexible seating for about 225 people in addition to a small kitchen, a music room, as well as a multi-purpose room for lectures, collations, and the like. The church's mechanical and electrical rooms are also located on this level.

The previous "Current Scenario" itemized 7 specific areas of improvement within the church that needed to be addressed. These include repairs to the Baptistry, replacement of sacristy roofs, enhancements to the electrical, lighting and sound systems, flooding of the lower church, accessibility i.e. ramp, lifts and bathrooms, liturgical space, and heating and air conditioning. Each of these has now been accomplished.

As we go forward, attention needs to be focused on additional masonry repairs to the church's North side buttresses, the conversion of the old boiler room space into an amphitheatre, the expansion of the Friary Room space, the updating of the lower church kitchen, a new lighting system for the lower church, a resolution of basement sewer back-ups, a comprehensive alarm system and new secure perimeter doors.

The second building located at the rear of the church was constructed in approximately 1920. It was formerly a two-family house located several hundred feet from its present location. When moved to its current location the building served as a rectory and housed the administrative offices for the parish. Today, the building continues to house the parish's administrative offices with several of its room being utilized for faith formation and pastoral programs.

# PHYSICAL PLANT

As indicated previously, there is still a continuing need to address major interior renovations and substantial improvements to the building's basic systems. The building remains un-accessible and in need of improved on-site parking.

## **GOAL ONE**

**Assess the present physical environment of the Church and Parish Center structures and amenities**

### **OBJECTIVE ONE:**

**Identify and/or develop a 'building assessment tool' to be used as the basis for documenting and rating the condition of the physical structures and systems.**

#### **ACTION ONE:**

- Investigate 'survey tools' available through the facilities departments of Boston College and the Archdiocese as well as those available from an internet search
- Identify and/or develop an appropriate 'survey instrument'
- Complete a comprehensive survey of the structure and systems

### **OBJECTIVE TWO:**

**Determine areas needing attention and identify critical needs**

#### **ACTION ONE:**

- Present survey results to the Building Committee members and solicit recommendations for a rank ordering of priorities
- Discuss findings and recommendations with Finance Committee members and establish funding options
- Differentiate items to be addressed according to 'capital or maintenance'.
- Identify specific deficiencies unable to be funded through the ongoing operational or capital accounts

# PHYSICAL PLANT

- Collaborate with Development Committee members on items identified above and establish course of action to address same
- Establish an overall timeline for addressing deficiencies

## **GOAL TWO:**

**Determine the feasibility of making a significant financial investment in the Parish Center in order for it to be accessible and up to current code and energy standards**

### **OBJECTIVE ONE:**

**Develop optional plans for making Center accessible**

#### **ACTION ONE:**

- Work with the Building Committee members in identifying Architects and Builders willing to assist, on a pro bono basis, in the development of preliminary concepts and designs for various levels of building accessibility
- Rank order the above on a feasibility and reasonableness scale
- Develop reliable cost estimates for one or more of the developed designs

### **OBJECTIVE TWO:**

**Develop cost estimates for a new HVAC system tied into Church system**

#### **ACTION ONE:**

- Solicit proposals from one or more HVAC contractors detailing estimates of costs for replacing the current Center boiler and expanding the Church's system to include the Center
- Review cost estimates with the Building Committee to determine the best reliable possible vendor

# PHYSICAL PLANT

- Integrate above review and recommendations with the activities of **Objective One** above

## **OBJECTIVE THREE:**

**Develop cost estimates for up-grading the electrical and plumbing systems**

### ACTION ONE:

- Solicit proposals from one or more electrical and plumbing contractors incorporating the objectives and finding of **Objectives One and Two above**
- Review cost estimates with the Building Committee to determine the best reliable possible vendor

## **OBJECTIVE FOUR:**

**Determine the impact that zoning laws and building codes would have on a capital improvement or construction project given the current site configuration**

### ACTION ONE:

- Engage an architect or building contractor with knowledge of local and State building codes to determine site usage factors
- Ascertain the Archdiocese's disposition regarding a capital construction project

## **OBJECTIVE FIVE:**

**Determine the feasibility and limits of any major capital expenses for the Parish Center**

# PHYSICAL PLANT

## ACTION ONE:

- Integrate the findings and recommendations of the above “Objectives”
- Recommend the limit and scope of any future capital investments

# PHYSICAL PLANT

# PHYSICAL PLANT

# PARISH FINANCES

## OVERALL GOAL

**Ensure the continued strength of the financial position of the parish to make certain that the parish thrives as a vital resource for the spiritual lives of parishioners and the communities we serve.**

## CURRENT SCENARIO

- The parish's operating expenses have grown from approximately \$867,000 in 2001 to over \$1,200,000 in FY 2009.
- The parish historically experiences operating deficits each year, which must be met by tapping capital funds. For FY 2008, the parish was able to, for the first time in many years, post a very small operating gain.
- The parish now regularly develops a balanced operating budget
- The Pledge for the Greater Glory Program has increased regular parish giving and helped stabilize parish finances. However, only approximately one-third of registered households contribute to the Annual Pledge Program.
- The Pledge materials are now available online
- The number of households contributing to the Annual Pledge Program has remained constant at approximately 525 for the past four years. The average 2008 pledge amount is \$1,483. This is an increase of 5% from 2007.
- In 2007, the parish launched a \$2,000,000 campaign called the Church Preservation Project (CPP) to fund necessary renovations to the physical plant of the parish.
- As of late 2008, \$1.9MM of the \$2MM goal has been pledged.
- As of late 2008, approximately \$1.1MM has been spent renovating the liturgical space, the envelope of the building, the bapistry tower, and the HVAC system
- Remaining funds to complete the CPP total approximately \$800,000, including \$300,000 on deposit and \$500,000 of remaining pledges to be collected.
- The Finance Committee now regularly reviews monthly and annual operating budgets with very good comparability between periods

# PARISH FINANCES

**GOAL ONE: CONTINUE TO PLAN FOR AND MONITOR THE SHORT AND LONG RANGE FINANCIAL NEEDS OF THE PARISH AND RAISE NEEDED FUNDS.**

## ACTION PLANS:

- implement the annual financial planning process which includes the following:
  - annual operating budget
  - annual capital budget

**GOAL TWO: CONTINUE THE EDUCATION OF PARISHIONERS ABOUT THE LEVEL OF FINANCIAL SUPPORT NEEDED-BOTH FOR OPERATING AND CAPITAL NEEDS**

## ACTION PLANS:

- Continue to develop and refine various mechanisms (letters, financial reports, presentations) to be used on a consistent basis throughout the year which provide clear, understandable information to parishioners about how much is required to fund both operating and capital needs
- Individually thank and report the giving by each parishioner on a quarterly and annual basis
- Explore using more online tools for outreach and education

# PARISH FINANCES

## **GOAL THREE: PROVIDE FOR 100% OF THE NORMAL OPERATING EXPENSES OF THE PARISH FROM THE PLEDGE FOR THE GREATER GLORY PROGRAM**

### ACTION PLANS:

- Communicate appropriate levels of giving so that operating revenue targets are met without having to use capital funds
- Develop strategies to ensure that more parishioners contribute to the parish at levels that allow annual revenue targets to be met
- Encourage unregistered but regular attendees of our liturgies to register as parishioners and contribute to the financial support of the parish
- Encourage parents of faith formation students to enroll in the Pledge program
- Ensure that the operating budget of the parish in each year reflects the parish's commitment to providing a competitive wage for its staff, as well as its commitment to social programs outside the parish
- Develop contingency plans for curtailing programs and activities in the event that operating revenue goals are not met.

## **GOAL FOUR: FACILITATE THE MECHANICS OF GIVING**

### ACTION PLANS:

- Investigate full range of giving options, e.g., stocks, real estate, gifts, bequests, etc., and implement as appropriate.
- Provide convenient, "user friendly" information to parishioners on how to utilize these options
- Explore using the web to make giving easier

# PARISH FINANCES

## GOAL FIVE: CONTINUE TO REFINE FINANCIAL TOOLS, INCLUDING PARISH BUDGETING AND TRACKING

### ACTION PLANS:

- Develop guidelines to be used by Finance Council in assisting pastor and parish pastoral council in decision-making, e.g., recommendations for annual operating margins, etc.
- Work with each Commission to develop a “bottoms up” budget that supports the planned works of each Commission
- Continue to refine budgetary reporting and monitoring systems to guide parish decision-making process, including a monthly and quarterly management report

## BEST CASE SCENARIO

- Each year, the parish will generate enough revenue in its ordinary giving programs to cover operating expenses, thus enabling the parish to fulfill its mission
- All new parishioners will be encouraged to join the Annual Pledge Program and will receive the Program materials upon registering
- Every year, we will realize a 5-7% increase in the average Pledge made
- Every year, we will add approximately 50 new Pledge supporters.
- By July 1, 2011, 90% of the parish operating budget will be met via the Annual Pledge Program
- By July 1, 2011, 75% of registered parishioners will make their contributions using automatic funds transfers or credit card mechanisms
- Parishioners who are considering making special gifts, bequests, etc., to charitable organizations will direct a portion of their gifts to the parish. By July 1, 2011, 3 to 5 parishioners per year will make a gift of this type.
- The parish will continue to receive episodic donations required to fund the ongoing renovation and improvements of the Church buildings.

## **STRATEGIC PLAN: BEST CASE SCENARIO**

The Parish Pastoral Council will establish a standing subcommittee that will be responsible for implementing and updating the Pastoral Strategic Plan.

As part of an annual planning process, parish staff and commission members will develop year-by-year implementation plans based on the goals and objectives outlined in this document. Annual plans will be for a Fiscal Year (e.g. July 1, 2008 to June 30, 2009) The implementation plans will identify:

- a detailed description of the work needed to be accomplished;
- the time frame within the year for accomplishing the goal (or a portion of the goal);
- resources needed for accomplishment, including time, staff, volunteers and operating and/or capital funds; and
- source of operating and/or capital funds.

These plans will be shared at the annual Parish Pastoral Council retreat. Based on discussions at the retreat, an Annual Parish Plan for the year will be established and then published and shared with the parish. The resources needed to implement the goals will be incorporated into the parish's annual budgets, and contingency plans will be developed to deal with lack of sufficient funds or other needed resources.

Through the year, the Parish Pastoral Council will use the Annual Parish Plan as a guide for its activities.

Following the annual schedule outlined in the Constitution of the Parish Pastoral Council, each commission (including the Parish Pastoral Council, the Finance Council and Parish Facilities) will prepare a report on its activities including work done to implement the goals and objectives from the Pastoral Strategic Plan. This report will be presented at the Annual Meeting of the Parish. The annual report will include:

- progress against the goals and objectives for the year
- analysis of success and failures to identify ways for better planning the following year
- expectations for the coming Fiscal Year

# EPILOGUE

## PRAYER OF OSCAR ROMERO

It helps, now and then, to step back and take a long view.

The kingdom is not only beyond our efforts, it is beyond our vision.

We accomplish in our lifetime only a tiny fraction of the magnificent enterprise  
that is God's work.

Nothing we do is complete, which is another way of saying that the kingdom  
always lies beyond us.

No statement says all that could be said. No prayer fully expresses our faith.

No confession brings perfection. No pastoral visit brings wholeness.

No program accomplishes the church's mission. No set of goals  
and objectives includes everything.

This is what we are about: We plant seeds that one day will grow.

We water seeds already planted, knowing that they hold future promise.

We lay foundations that will need further development.

We provide yeast that produces effects beyond our capabilities.

We cannot do everything and there is a sense of liberation in realizing that.

This enables us to do something, and to do it very well.

It may be incomplete, but it is a beginning, a step along the way, an opportunity for God's  
grace to enter and do the rest.

We may never see the end results, but that is the difference between the  
master builder and the worker.

We are workers, not master builders, ministers, not messiahs.

We are prophets of a future not our own.  
Amen.

## **EPILOGUE**

## **APPENDICES**

# APPENDIX I: PARISH SURVEY RESULTS - WHO ARE WE AS A COMMUNITY?

A parish survey was conducted at all the liturgies on a 2006 May weekend. The survey used the previous survey (1998) as a template to allow for comparison of results.

This time there were 1200 responders (older than 16), compared to 1700 in 1998. No one could provide an explanation of why there were 500 fewer responders to this census than to the previous one. Of the 1200 who responded:

- 73% admitted regular attendance at St. Ignatius.
- 48% were single (includes many BC students)
- 16% of the total group professed a relationship to Boston College
- 60% were female
- More people are registered parishioners than in the past.

Of the 833 “core” responders (the 73% of the 1200 who attend regularly)

- 49% are married
- 41% are single
- 10% are widowed, divorced, not reporting
- 26% are families with children (91% of these have 2 parents)
- 60% are registered parishioners while 43% participate in the “Pledge for the Greater Glory” campaign
- 85 zip codes are represented, with the majority coming from the city of Boston (especially the neighborhoods of Brighton, Allston, and West Roxbury), followed by Newton, Brookline, and Needham
- Attendance
  - ✓ 14% have been attending St. Ignatius less than a year
  - ✓ 38% for 1-5 years, meaning that we are continuing to attract new members
  - ✓ 20% for 6-10 years
  - ✓ 28% for more than 10 years
- 33% are between the ages of 24-39 while 38% are between the ages of 40-59 (showing an aging trend since 1998)
- 57% have at least a master’s degree

# APPENDIX I: PARISH SURVEY RESULTS - WHO ARE WE AS A COMMUNITY?

The following are some important, though not necessarily surprising, findings:

- 50% of Mass attendees flock to St. Ignatius because they live nearby, while 40% think that the liturgies are worth coming from a distance.
- The top 8 **needs** identified (not necessarily meaning that something is currently lacking) are the same as those in 1998, but in a different order. Those are:
  - ✓ Help with prayer/how to pray
  - ✓ Spiritual direction
  - ✓ Women in the church
  - ✓ Ethics/morality in the workplace
  - ✓ Women's spirituality
  - ✓ Laity in the church
  - ✓ Faith sharing groups
  - ✓ Grief support
- The following aspects of parish life were judged to be most **important** (same as those in 1998 but in a different order):
  - ✓ Overall quality of music
  - ✓ Overall quality of liturgy
  - ✓ Overall experience of St. Ignatius parish
  - ✓ Overall quality of homilies

This is just a sampling of the data gathered from the survey results. Anyone wanting a copy of the tabulated data from which all of the above has been extracted should contact Jim Engler at [jengler@rohmmaas.com](mailto:jengler@rohmmaas.com). Thanks to all the parishioners who participated.

## **APPENDIX II: SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES**

This summary is from research done in 2001 and was originally published in the **Pastoral Strategic Plan: 2002 – 2006**.

### **STRENGTHS**

- Active parish, active parish council
- Liturgy
- Music ministry
- Loyal parish constituency
- Affiliation with Boston College
- Variety of spiritual development programs
- Religious Education program, especially for children
- Talented congregation
- Progressive community
- Parish leadership which is encouraging and open to suggestions
- (Generally) high per capita income
- Active outreach to community
- Access to various Jesuit programs and centers
- Each liturgy has its own character/personality
- Education levels of staff, volunteers, lay people
- Large numbers of young adults
- People come here because they want to
- Ignatian identity
- Aesthetics
- Family mass
- Inclusion of lay people in support roles
- Diversity represented in the parish
- Large number of people who want to volunteer

### **WEAKNESSES**

- Each liturgy has its own character/personality
- Only three full time priests on staff
- Lack of building space and parking space
- Lack of leadership development
- Disconnectedness of parish population (by liturgy attended)
- Transient population/geographically diverse
- Financial support
- Perception that parish is part of Boston College
- Poor follow up with volunteers
- Little parish inreach – making community at large feel connected
- Communication, especially use of newer technology (web site)
- Little relationship with Chestnut Hill community and interfaith community
- Lack of “ownership” on part of parishioners

## **APPENDIX II: SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES**

- Lack of intimacy
- Success of a person's volunteer efforts sometimes leads to elitism or snobbery
- Hard to "break into" others' groups
- Lack of ethnic and economic diversity
- Volunteer burnout
- Hospitality – parish is open to anyone, but they come and go on their own

### **OPPORTUNITIES**

- Ability to tap into dynamic people
- Resources of Boston College and Jesuit province
- Youth ministry
- Religious education for adults
- Spiritual development
- Expanding outreach
- Emphasizing Ignatian spirituality
- Life as a "cutting edge" parish – being creative about how we define ourselves as a parish
- Novel approaches utilized in parish
- Geographic clustering of parishes in the archdiocese

### **CHALLENGES**

- Geographic clustering of parishes in the archdiocese
- Financial support
- Space problems not resolved
- Physical encroachment of Boston College
- Archdiocesan control
- Shortage of priests
- Volunteer burnout
- American culture and secularization
- "Catholic culture" – new ways of doing things, challenging the way things have been done
- Consumer consciousness – "shopping" for parishes limits peoples' willingness to invest
- Parish size can be overwhelming
- Lack of inreach necessary to take care of the caretakers

# **APPENDIX III: COMMITTEES, COUNCILS & COMMISSIONS**

These are the members of various parish groups who are working to carry out the **Pastoral Strategic Plan**. This list is based on activities for 2007 – 8 and 2008 – 9.

## **PARISH PASTORAL COUNCIL**

[NOTE: Names go here.]

## **COMMISSIONS**

[NOTE: Name of Commission plus name of chair only go here.]