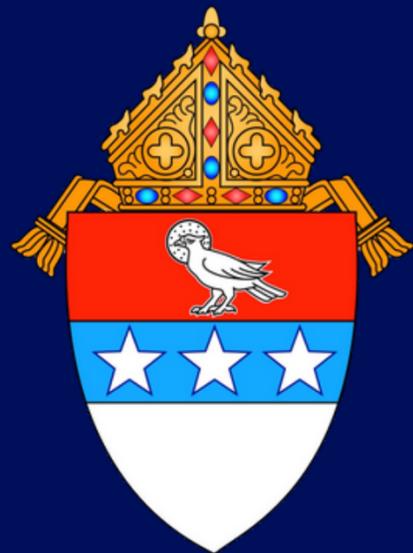
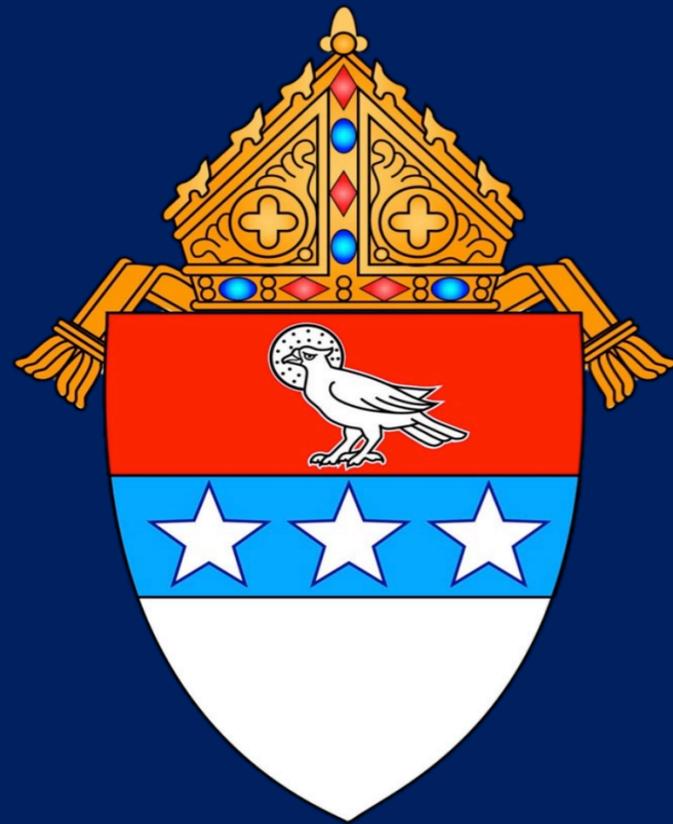


From Chaos to Order

Brian L. Cooper
Chancellor & COO
Diocese of Nashville
General Session III
October 4, 2021



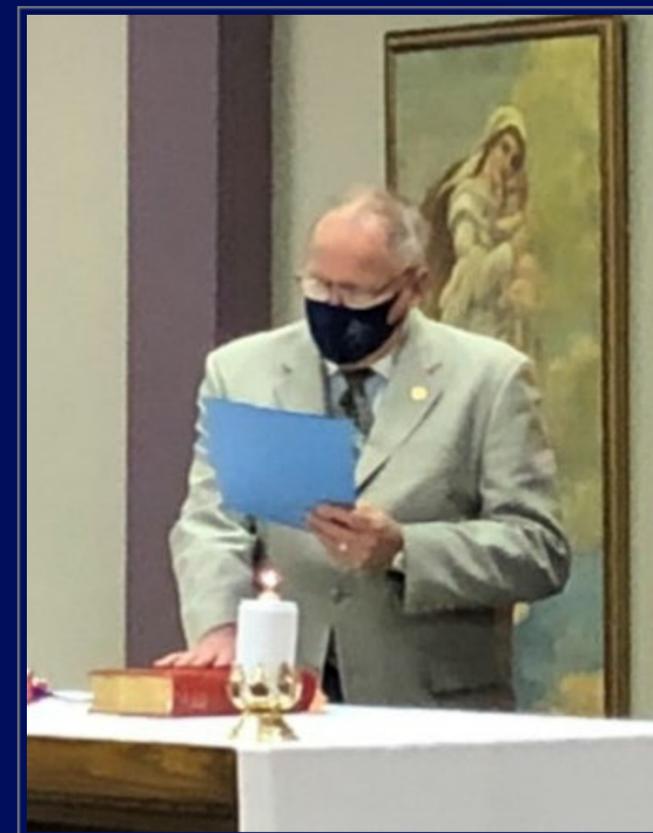


*“Professional business behavior in a church environment is a **minimum standard**, not an obstacle or detriment.”*

**Most Reverend J. Mark Spalding
Bishop of Nashville**



How can we apply a business mindset to advance the diocese's mission of evangelization and care for the most vulnerable?





Create a ministry & staff management approach that optimizes resources and achieves our mission, with transparency and accountability

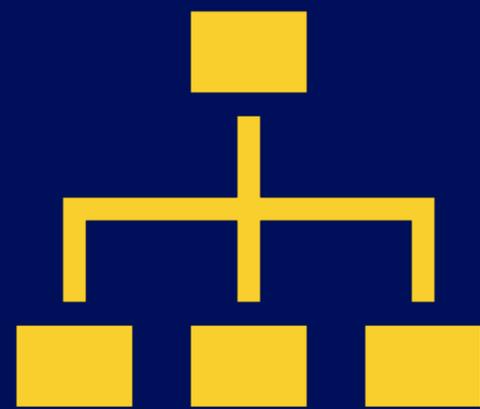
Today's Challenges of Diocesan Administration



Money



Staffing /
Management



Organization



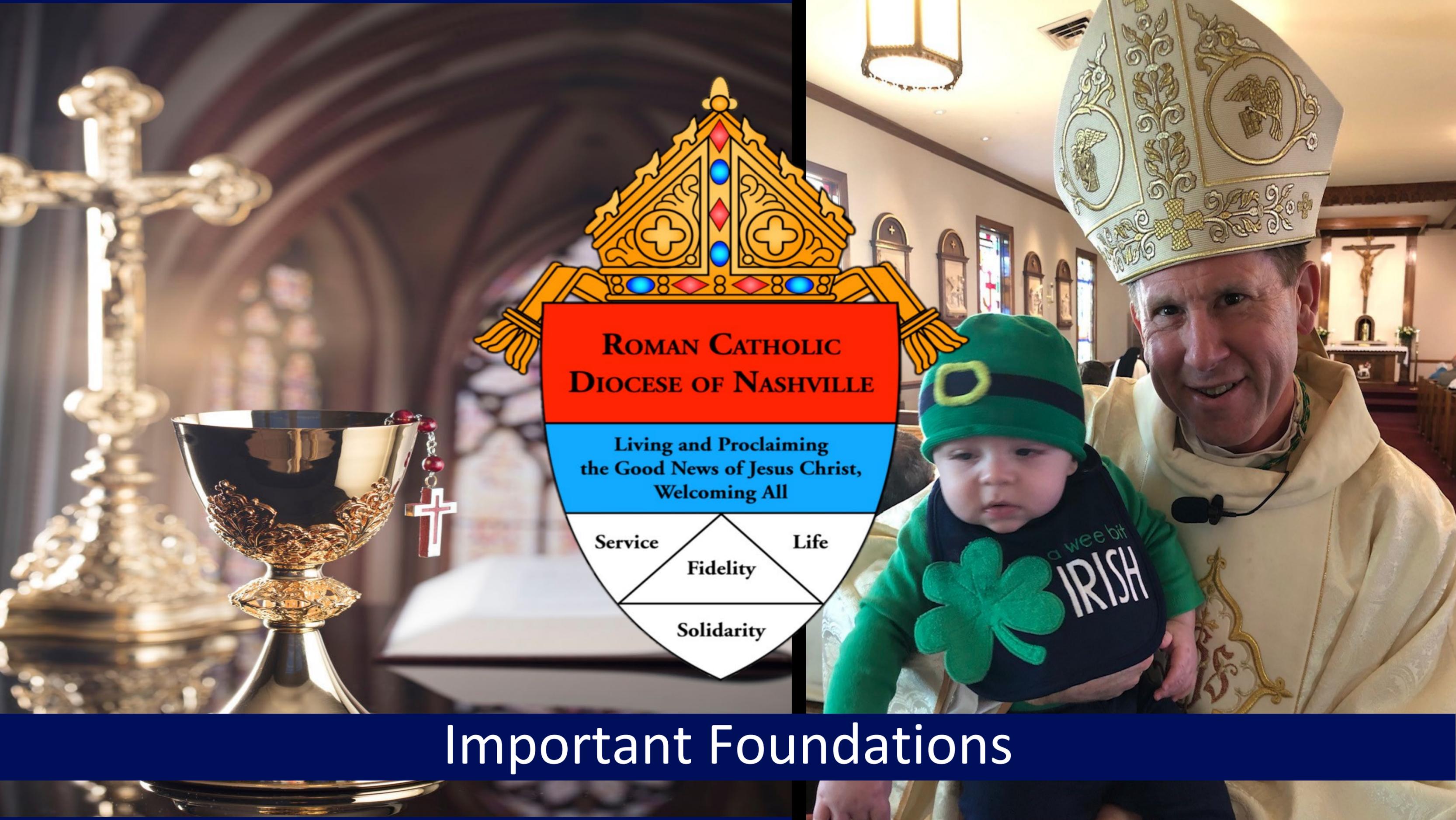
Prioritization



School /
Parish / Ministry
"Silos"

Key Puzzle Pieces for Actionable Ministry Plans





**ROMAN CATHOLIC
DIOCESE OF NASHVILLE**

**Living and Proclaiming
the Good News of Jesus Christ,
Welcoming All**

Service

Life

Fidelity

Solidarity

Important Foundations

Overview of the Diocesan Ministry Planning Process

CULTURAL ATTRIBUTES

- FOCUS
- TEAMWORK
- COMMUNICATION



Write down the vision, make it plain upon tablets, so
he may run who reads it.

Habakkuk 2:2

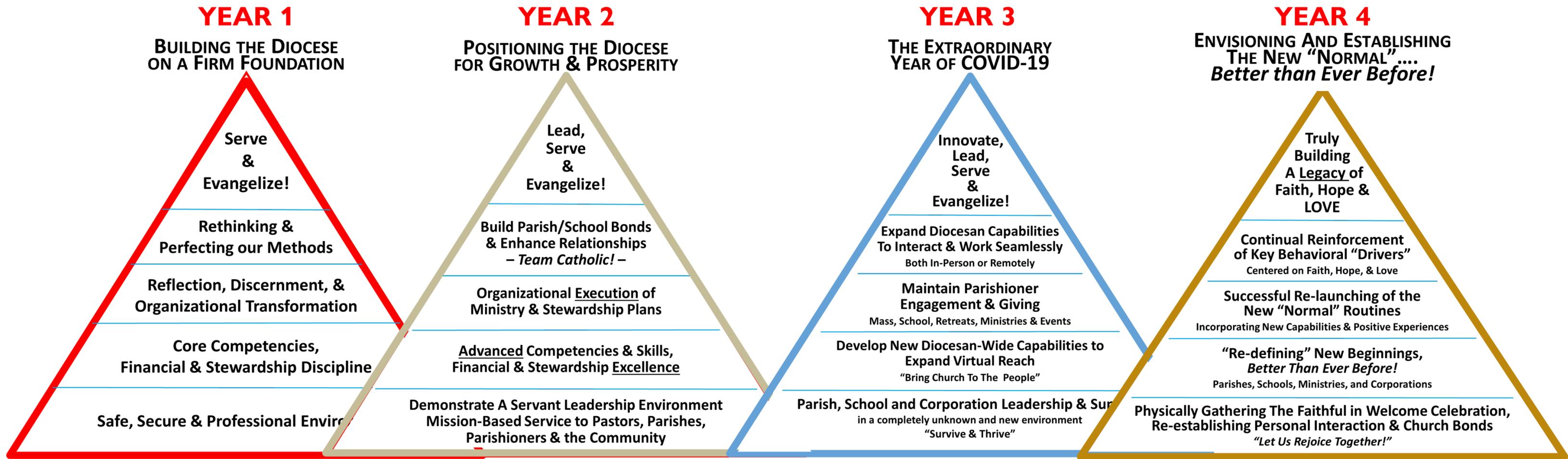


YOGI BERRA

“ You've got to be very careful if you don't know where you're going, because you might not get there. ”

“ We're lost, but we're making good time. ”

Creating an Annual Priorities Pyramid



ONGOING MISSION:

Living and Proclaiming the Good News of Jesus Christ, Welcoming All!

Ministry Plan Process Flow



Ministry & Stewardship Plan Templates



- Mission
- SWOT
- Strategies
- Tactics
- Measurement & Evaluation

**** Leverage Ministry Plan process ****
to further organizational transparency & accountability

Fusion of Ministry & Planning with Annual Budgeting



6.	164.39	986.34	1/23.8482
2.	347.46	694.92	1/28.1783
6.	347.46	2,084.76	1/28.1783
10.	347.46	3,474.60	1/28.1783
2.	347.46	694.92	1/28.1783
3.	347.46	1,042.38	1/28.1783
2.	347.45	694.90	1/28.1783
3.	347.46	1,042.38	1/28.1783
	347.46	694.92	1/28.1783
	347.46	1,389.84	1/28.1783
	347.46	347.46	1/28.1783
	144.07	288.14	1/29.0206
	37.59	263.16	1/31.5729
	190.43	190.43	1/29.0875
	889.68	1,889.68	1/28.1783
	17.39	2,856.51	1/23.8482
	39	3,808.68	1/23.8482
		618.64	1/31.7645
		2,271.20	1/28.1783
	618.65	618.65	1/31.7645
	614.40	7,372.84	1/31.4562
	618.65	618.65	1/31.7645
	347.47	347.47	1/24.4917
	0.00	0.00	0.0
	122.29	122.29	0.0
	92.37	92.37	0.0
	0.00	0.00	0.0
	0.00	0.00	0.0
	0.00	0.00	0.0
		43,840.35	
		43,840.35	
		APPROVED	
1.	1,889.68	1,889.68	1/28.1783
1.		1,889.68	
3.	0.00	0.00	0.0

S.M.A.R.T. Technique

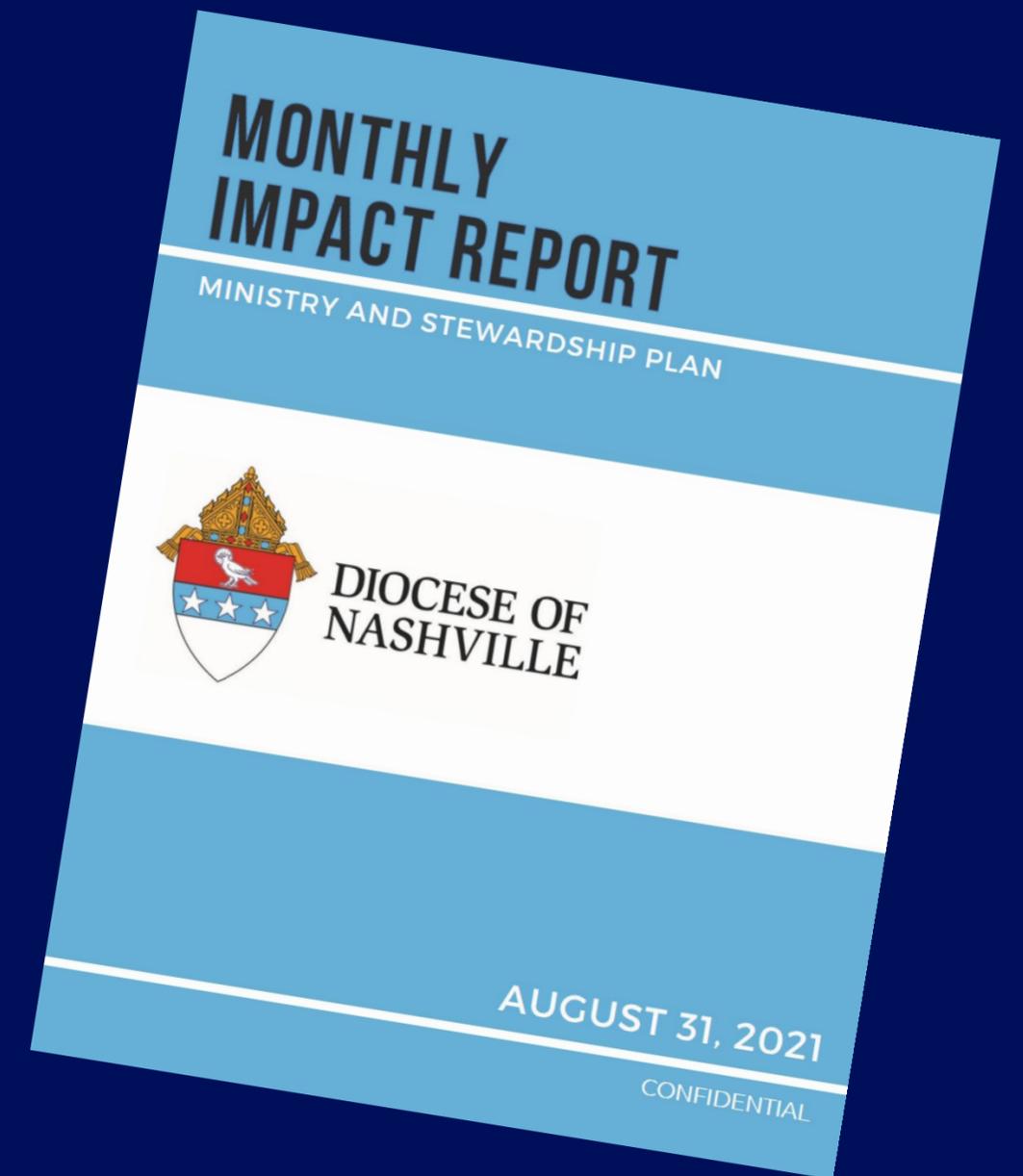
Specific

Measurable

Actionable

Relevant

Timely



Annual Review & Merit Compensation Opportunities

DIOCESE OF NASHVILLE EMPLOYEE PERFORMANCE APPRAISAL

“Each one should use whatever gift he has received to serve others, faithfully administering God’s grace in its various forms.” 1 Peter 4:10

Employee:
Job Title:
Rater:

For:
Ending:

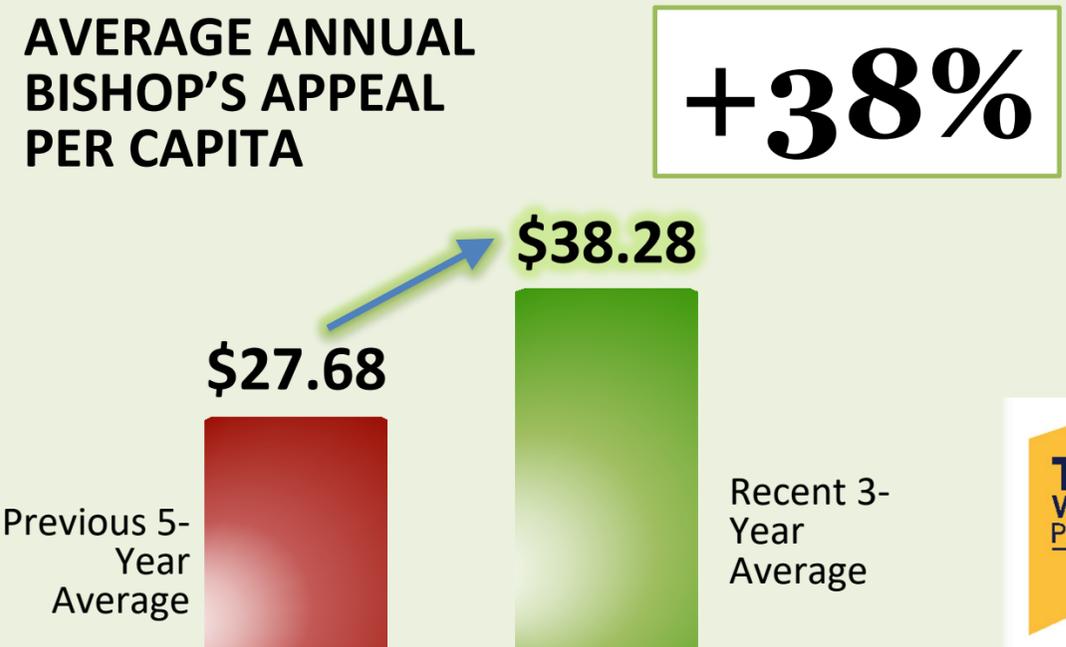
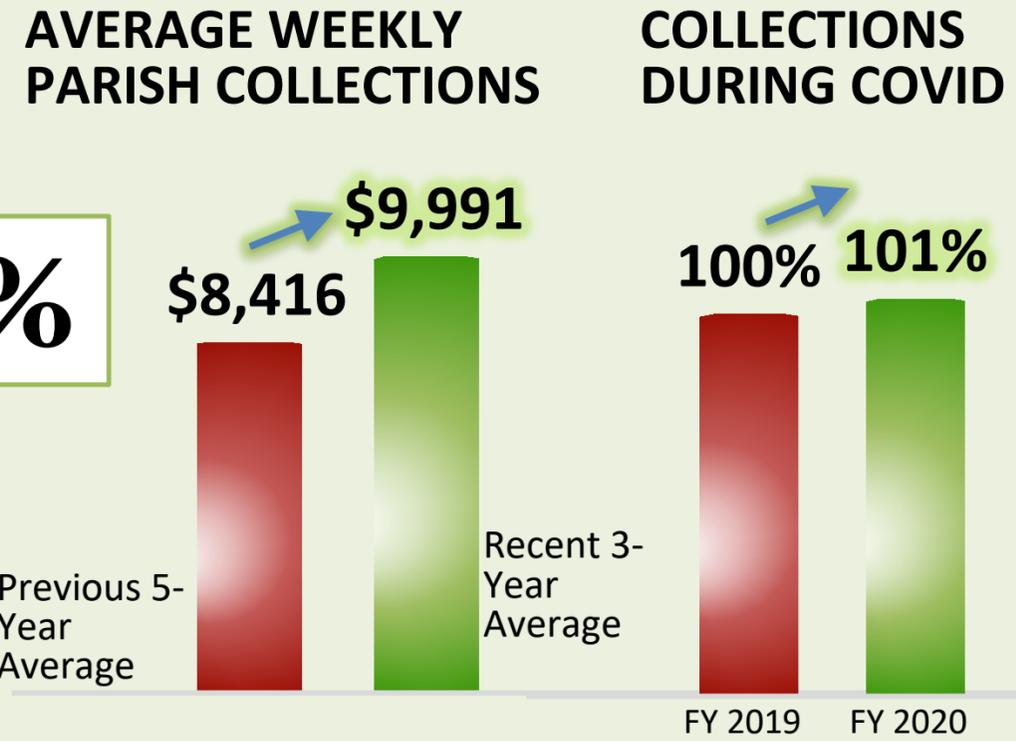
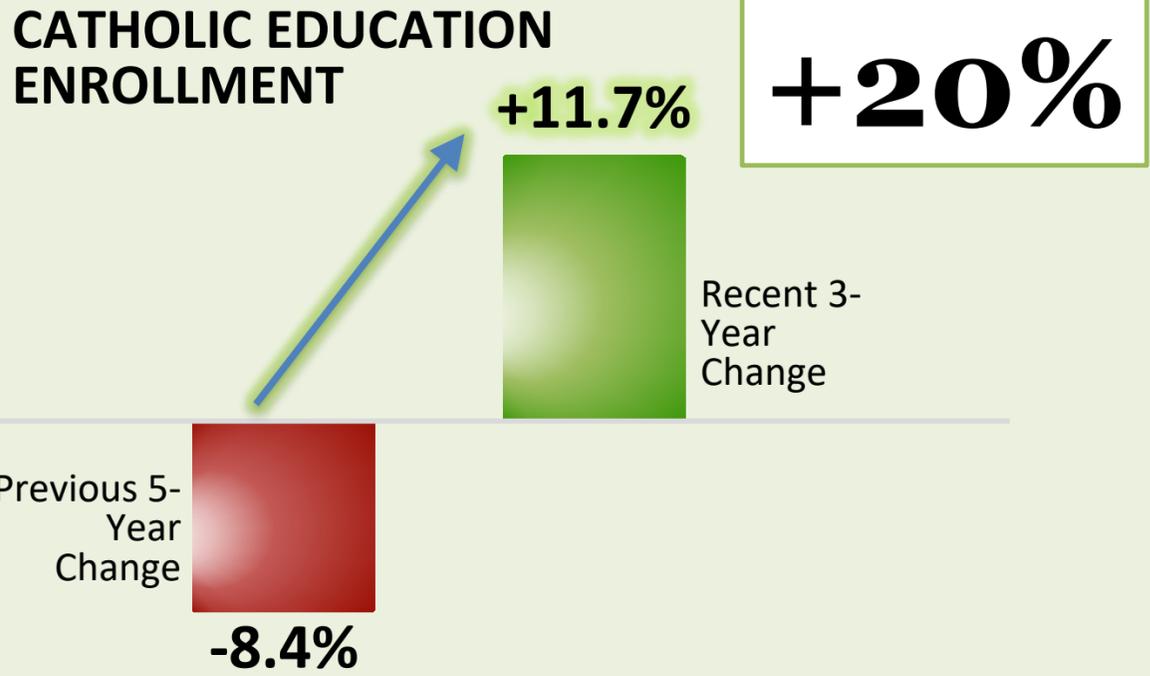
Performance Dimension	Rating	Weight	Points	Overall Rating	
Customer Service	0	2	0	<i>Signatures below only verify that the appraisal was covered with Employee and do not necessarily indicate Employee's agreement with its content.</i>	
Quality	0	2	0		
Timeliness	0	2	0		
Efficiency	0	2	0		
Independence	0	1	0		
Learning	0	1	0		
Quantity	0	1	0		
Teamwork	0	1	0	EMPLOYEE SIGNATURE	DATE
Work Habits	0	1	0		
Total			0	RATER SIGNATURE	DATE

Sharing Results

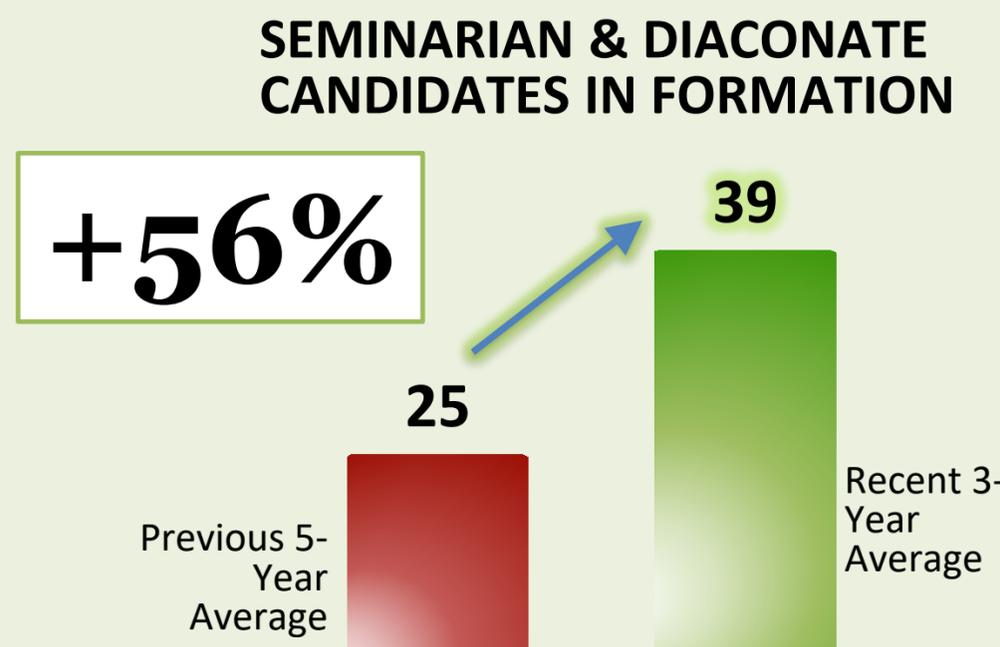
3 Year Trends on Key Performance Indicators



3 Year Performance Results



61 TOP NATIONAL COMMUNICATIONS AWARDS



Ten Simple Items to Pack for the Journey

1. Be open, honest, and transparent
2. Have integrity—and do what you say
3. Establish clear accountability then allow people “the fun” of doing their job
4. Model humility and love by always sharing the success (“we versus me”)
5. Act as an enthusiast—never drown someone’s fire
6. Ensure “best ideas win” versus where they came from
7. Allow “freedom to fail” to encourage proper risk-taking
8. Make time to reflect and pray for guidance from the Holy Spirit
9. Commit yourself and others to achievement versus activity
10. Foster focus, teamwork, and communication for success

*F*OR I KNOW
the PLANS
I HAVE for *You*
declares the Lord,
PLANS to
prosper you
and Not to harm you.
PLANS to GIVE YOU
hope and a
future.

JEREMIAH 29:11

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