



LEADERSHIP  
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# Resources and Recommendations for the National and Diocesan Level

*As of October 25, 2018*

## National Level Proposals

The following resources and recommendations for addressing the crisis in the Catholic Church in the United States are drawn from a variety of sources. While Leadership Roundtable does not necessarily endorse any of these specific recommendations, we offer them as resources to aid our discussion. Some have been edited for brevity and links are provided to access the full source.

These recommendations assume that lay and ordained collaboration is essential. They also should be implemented in a structured plan over the immediate, mid-, and long-term.

Leadership Roundtable, in consultation with bishops and other Catholic experts, developed these guiding principles for any recommendations that are considered. These recommendations should:

- impact the Catholic Church in the United States,
- be based on five principles: transparency, accountability, competency, justice, and trust,
- impact the leadership and management culture of the Church, in line with Catholic beliefs, ecclesiology, and canon law,
- restore trust in the Church based on measurable, visible outcomes,
- engage both ordained and lay Catholics, working together for the mission,
- lean forward, not dwell in the past;
- be realistic and able to be translated into practical strategy, organization, and implementation.

These resources and recommendations cover suggestions on how to respond to issues of

- 1) transparency about past and current abuse,
- 2) structures for bishop accountability and co-responsibility, and
- 3) leadership failure and management practices.

### [1. USCCB Administrative Committee Plan](#)

- 1.1 Third-party reporting system of abuse, harassment, or misconduct by bishops
- 1.2 Policies addressing restrictions on bishops who were removed or resigned
- 1.3 Code of Conduct for bishops
- 1.4 Full investigation into Archbishop McCarrick, replying upon lay experts

### [2. National Review Board Plan](#)

- 2.1 Independent, lay-led review into actions of bishops
- 2.2 Whistleblower policy reporting allegations to bishop, law enforcement, nuncio/Rome

- 2.3 Charter for the Protection of Children to include bishops
- 2.4 Revised statement of Episcopal Commitment including meaningful, actionable commitment
- 2.5 Substantive formation of new bishops regarding responsibilities relating to protection

### **3. Fr. Hans Zollner's Proposal, President of Centre for Child Protection & Member of the Pontifical Commission for the Protection of Minors**

- 3.1 Bishops need to commit to a code of conduct and procedures need to be put in place in case there are more allegations of cover-up. It could be a model for the whole church, if they committed themselves to a process and Rome follows through with the process.
- 3.2 We need a "mixed commission" that includes laypeople, priests, bishops—all experts who are capable of taking evidence.
- 3.3 Canon law should have a detailed and clearly defined list of punishments for clearly defined crimes, ranging from religious to lay people to bishops who either abuse or cover up abuses.
- 3.4 It means really sharing power, asking lay experts for advice and following it, having functioning checks and balances in church administration, not showing favoritism when choosing personnel, promoting honest and constructive feedback, forgoing personal favors and privileges.
- 3.5 Bishops need to understand now once and for all that they have to live out what their mission and responsibility is—morally, canonically and spiritually. And beyond sheer and simple compliance.
- 3.6 The time has come for a much deeper change, in Christian terms for "conversion of the heart." This is not an add-on—as it has been handled until now by many—as if it were an additional task that needs to be addressed now, but after some time we can go back to our "real" ministries. Law alone does not solve problems. Yes, we need standards and strategy. But culture eats strategy for breakfast, and law does not change culture on its own.
- 3.7 With regards to safeguarding, there is an interplay between policies, norms, procedures and guidelines: canon law on one hand and on the other one's attitude and willingness to cooperate.
- 3.8 The role of theologians would be and should be that they reflect on the presence of this evil, all the consequences for the victims, for secondary victims, for the church that is impacted by this abuse crisis.
- 3.9 What is the role of the priest today? In most countries, in the West at least, they do all kinds of things that don't have to do necessarily with priestly pastoral and spiritual ministry. They do administration, bureaucracy, organization, for which they don't receive specific training and supervision. Can you bring from within the theology of priesthood (and you may add episcopacy) what is essential and how should it be defined today?

### **4. Cardinal Blase Cupich's National Level Proposals**

- 4.1 Individual Catholic bishops across the United States must renounce some of the supreme authority they have over their dioceses to allow for the creation of a new national body to investigate misconduct allegations. When the U.S. bishops meet in November to consider the continuing clergy sexual abuse crisis the prelates "have to be very clear about an accountability procedure for accusations about bishops." "Bishops have to, as a group, say, 'We cede our rights as bishops to have somebody else come in and investigate us.'"
- 4.2 "I think we take our eye off the ball if we don't deal with the business of privilege, power and protection of a clerical culture." "Those three elements have to be eradicated from the life of the church.
- 4.3 The new national body is needed to rebuild trust between laypeople and bishops.
- 4.4 "Our words of apology don't mean anything unless we're in touch with that and sit across from victims and really allow ourselves to be impacted by the trauma, the pain, that they suffered." "...victims always come first.
- 4.5 Prelates "should be transparent with people and reach out to victims." "Do we know if all those victims received pastoral care and attention?" "Or the priests: were all of those priests removed?"

Were they reported to Rome, like they should have been, even if they were older cases?"  
Dioceses should post names so other victims can come forward.

## **5. Bishop Cozzens Statement Regarding Review Board for Bishops**

5.1 When there is an allegation against a bishop or archbishop in our Archdiocese, it is reported to the Board of Directors, lay people. They play a vital role in making certain that all allegations are investigated and addressed. I believe that a similar approach utilizing lay expertise is necessary on the national level. An independent national review board would result in a more fair process for holding the hierarchy accountable. In this way, there will be more confidence in our Church leaders in the future.

## **6. Leadership Roundtable's Proposals**

### **White Paper, "Let the Light of Christ Shine"**

- 6.1 Any hint of "business as usual" will only further erode trust in the competence of Church leadership
- 6.2 Restoring Catholics' trust requires cultural change based on transparency, accountability, competency, and justice.
- 6.3 Provide justice to the harmed, including ongoing psychological and temporal support
- 6.4 A governance structure that is transparent with layered checks, balances, and oversight
- 6.5 A long-term leadership and management program that includes up-to-date management and leadership education and training for lay and ordained leaders
- 6.6 A human resource system that includes effective selection, training, assignment, evaluation, compensation, and continuing education and that gives voice to and protects the healthy clergy, religious, and laity
- 6.7 A broad, deep, and transparent financial management and accounting system
- 6.8 Effective communications, including the use of modern media technologies and distributive learning and leading methodologies
- 6.9 A Vatican-mandated commission on sexual abuse
- 6.10 A Vatican-mandated commission on regaining trust in leadership
- 6.11 Involve independent lay Catholic leaders from all walks of life in leadership and management positions
- 6.12 Commit to and invest in creating a new culture of leadership and management that is transparent and accountable
- 6.13 Implement leadership and management models based on best practices
- 6.14 Invest in leadership and management training in seminary education and ongoing formation programs for lay ecclesial ministers, diocesan staff, deacons, priests, pastors and bishops
- 6.15 Accelerate authentic and measurable change in the leadership and management culture

### **Article by Board Member Lt. Gen. (Ret.) Jim Dubik, "Be Not Afraid"**

- 6.16 A dedication to address root causes by putting in place long-term systems not only to prevent the problem's return but also to continually upgrade the quality of leadership and management
- 6.17 A full accounting of the abuses and cover up that will end the suspicion that more lurks in files

### **Article by Board Member Lt. Gen. (Ret.) Jim Dubik, "On the Road to Emmaus"**

- 6.18 Direction will emerge from answering some fundamental questions. First, how will U.S. Catholic leaders discern their way forward, then act on the decisions resulting from that discernment? Second, how will the process of discernment, decision, and action be communicated across dioceses? Third, how will the long-term transformation of leadership and management practices be executed with sufficient uniformity across dioceses and over time? Last, how will the process of discernment, decision, and action avoid the confrontational, binary, directive, and

secretive and emphasize the contemplative, inclusive, participative, and transparent?

- 6.19 Given the length of time involved in a transformational journey of this kind, whatever bishop begins the process in his diocese, likely that bishop will not end it.

### **7. Summary of John Carr's Proposal, Director of the Initiative on Catholic Social Thought and Public Life at Georgetown University, former Director at the USCCB**

- 7.1 Surround bishops with survivors, parents, and families when decisions are made
- 7.2 Involve lay people who are focused on the vulnerable, not protection of the institution
- 7.3 Remove institutional protection and clericalism in order to protect the vulnerable
- 7.4 Own and personally apologize for past actions that harmed the vulnerable
- 7.5 Silence in the face of attacks is pastorally harmful
- 7.6 Listen, respond, and act quickly to bring about accountability, reform



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## Diocesan Level Proposals

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### **[8. Bishop Persico's Response to PA Grand Jury Report, August 14, 2018](#)**

- 8.1 Transparency: The Diocese of Erie will not shroud abusers in secrecy—no matter who they are or how long ago the abuse occurred. We acknowledge the abuses of the past and are committed to being transparent with our decisions going forward.
- 8.2 Cooperation between diocesan independent investigators and law enforcement: Allegations of abuse will always be turned over to the proper authorities for investigation. We plan to continue providing law enforcement with details through our own independent investigations as well.
- 8.3 Publicize: We will continue to publicize and provide counseling and related resources that are available to help you heal.
- 8.4 Paying for counseling: We understand it can take time to come forward and report abuse. The Diocese of Erie offers to pay for counseling of abuse victims, no matter how long ago the abuse occurred or whether victims still live within the Diocese of Erie or not.
- 8.5 Pastoral support: I am willing to meet with any victim who wishes to meet with me and offer any pastoral support that I can.

## **9. Bishop McKnight's Moving Forward Plan, August 24, 2018 & Pledge of Cooperation**

- 9.1 I am immediately establishing certain interim policies for the well-being of the Diocese until further direction is given by higher authorities or until they can be reviewed by representatives of the lay faithful and clergy for their input.
- 9.2 I am establishing a protocol to govern what happens if an accusation is made against the sitting bishop of the Diocese of Jefferson City. Any accusation of sexual abuse made against the bishop will be referred to an independent investigator, who will make an initial determination of whether or not the accusation has the semblance of truth. If so, the bishop will request from the Holy Father a leave of absence until a preliminary investigation can be completed and a report submitted to the Review Board of the Archdiocese of St. Louis. The Review Board of the Archdiocese will then make a recommendation to the apostolic nuncio.
- 9.3 I will continue to utilize fully our Diocesan Review Board, and I ask competent lay people of the Diocese to consider applying to serve on it. We are looking for lay people with backgrounds in law, law enforcement, psychology, psychiatry, human resources, child development, and information technology.
- 9.4 There are two other significant councils (presbyteral council and diocesan pastoral council), representative of the laity and the priests of the Diocese, with whom I will collaborate to consider new policies and to review existing policies pertaining to the clergy sexual abuse crisis.
- 9.5 A Mass of healing will be scheduled to express our sorrow for the sins of sexual abuse and the abuse of power by clergy, as well as for the healing of all those affected by this scandal.
- 9.6 The files of deceased clergy going back to the diocese's founding in 1956 are being reviewed and a report will be released to the public.
- 9.7 I requested that the Jefferson City diocese be included in the Missouri attorney general's investigation.

## **Archbishop Hebda's Statement Regarding Action and Accountability, August 31, 2018**

- 10.1 In 2015, we entered into a far-reaching Settlement Agreement with the Ramsey County Attorney's Office that requires us to take verifiable actions to prevent future abuses. The agreement has improved the way we respond to victim/survivors; the way we hold priests accountable; the way we accept, prepare and promote seminarians; the way we train our priests, employees and volunteers; and how we educate our children and youth in every parish and Catholic school in the Archdiocese. It has helped to improve our culture. We have not only abided by that agreement, but have done more than it requires. This has been verified in court every six months.
- 10.2 More recently, we worked with victim survivors to file a joint plan in the bankruptcy court that financially compensates those who have been harmed in our Archdiocese.
- 10.3 We have also changed our governance within the Archdiocese, embracing greater involvement and collaboration between the Corporate Board and Finance Council, which assures greater oversight by lay leaders.
- 10.4 We now draw on the expertise of a broad range of individuals, primarily laity, to address those issues with integrity, objectivity and transparency. It is my hope that what has been learned here can serve the broader Church nationally and internationally.
- 10.5 Based on the Ramsey County Settlement Agreement, when an allegation is leveled against an auxiliary bishop or archbishop, the Director of Ministerial Standards and Safe Environment is required to notify the Corporate Board. Thus, the allegation is made known to lay leadership who have duties to provide oversight and fulfill their fiduciary responsibilities. Moreover, a claim

today cannot be settled without the knowledge and involvement of our lay leaders. Both of those measures of accountability are new, and critically important.

- 10.6 Church leaders must be judged by outsiders who have the independence, objectivity and expertise to be fair and credible. We need the assurance that any cleric - whether a newly ordained priest or a Pope - who abused minors or knowingly protected or enabled such abusers, will be held accountable. The same is true for those who abuse their position to take advantage of vulnerable adults, persons receiving spiritual care or seminarians. An oversight board similar in make-up, independence and authority to our Archdiocesan Ministerial Review Board should be empaneled to address accusations of misconduct against bishops and archbishops.

### **11. Bishop Ricken's Action Steps to Accountability, September 6, 2018**

- 11.1 I will increase and improve our pastoral care, concern and efforts to accompany victims of sexual abuse in their journey toward healing.
- 11.2 I will provide as many ways as possible for those who have been victimized to come forward without fear and to share their story of sexual abuse.
- 11.3 I, and others, will be reaching out through a number of listening sessions throughout the diocese to listen to your concerns.
- 11.4 I will again make priests' files accessible for complete review by the Independent Review Board.
- 11.5 I will express my full support to the USCCB in their efforts to establish a national lay independent review board to provide a forum to handle complaints of misconduct or mismanagement by bishops. I commit to finding ways to provide increased accountability for bishops.
- 11.6 I will continue the practice of turning over all substantiated allegations of sexual abuse of minors to the proper civil authorities for investigation and continue a zero tolerance policy.
- 11.7 I will direct that the diocesan mission campaign, "One by One," be paused for some time in order to focus my time and energy on addressing the issues and actions at hand at this time.

### **12. Bishop Coyne's Initial Response to the Scandals and Sin Rocking Our Church, September 6, 2018**

- 12.1 First, each of us (bishop and priests) is available and willing to meet with any survivor of abuse, especially if it came at the hands of clergy or religious. As your brothers in faith, we need to hear your stories, to apologize, to offer any help we can, and to listen to what you feel needs to be done to make sure, as much as humanly possible, that this never happens again. You are the ones who have been most personally impacted, and often gravely hurt, by the culture and structures of the church. You are the ones that we need to hear first to in order to change.
- 12.2 Secondly, each of us in our own way will take on the Gospel practices of prayer, fasting, and almsgiving for a twofold intention: first, to manifest our shame and grief that children and vulnerable adults were sexually abused by our brother clergy, and that structures of authority allowed this to happen; and secondly, with the prayerful intention that the Catholic bishops of United States will be open to the necessary systemic changes that must take place within our Church in order to end the continuing abuse of power that has allowed for scandal and sin at its highest levels. It is not enough to apologize - if we mean what we say, we must be prepared to act, and we are.

### **13. Cardinal Tobin's Actions, August 19, 2018 & September 21, 2018**

- 13.1 Focused on rebuilding trust in the leadership of our Church at all levels with authentic and measurable change. Words alone are not enough. "We must show by our actions that justice will be done."
- 13.2 Open to compromise on the statute of limitations.
- 13.3 Audit of all abuse cases by an outside firm.

13.4 External investigation of the diocesan seminaries.

13.5 Reopened a review board case based on new information.

*For more information about this document or other resources for best practices in church management and leadership, visit [leadershiproundtable.org](http://leadershiproundtable.org) or call 202.635.5820.*