



Executive Education

*Governance, stewardship and investment leadership for the Catholic
world*

PROGRAMMES · MASTERCLASSES · BOARD EDUCATION · CUSTOM ACADEMIES

PROSPECTUS 2026

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AN INSTITUTIONAL MISSION

Executive Education at the Catholic Finance Institute is not a catalogue of courses. It is a structured platform that brings the rigour of an international business school to the institutions of the Church and those who serve them – uniting Catholic social teaching with the discipline of modern finance.

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Flagship executive programmes

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Teaching formats, from masterclass to academy

DESIGNED FOR

Diocesan and religious finance leaders, foundations, investment committees, asset managers, banks, family offices and the professionals who advise them.

Part I

EXECUTIVE EDUCATION

Education as an institutional mission

An introduction to the Executive Education division of the Catholic Finance Institute — its mission, its method, and the conviction that gives it shape.

The Executive Education division of the Catholic Finance Institute exists to raise the standard of financial leadership across the institutions of the Catholic world. Its purpose is not to deliver courses for their own sake, but to build a durable, international platform of learning for those who carry real responsibility for the stewardship of institutional wealth — and to do so with the seriousness that responsibility deserves.

The institutions the division serves are unlike conventional clients of executive education. A diocese, a religious congregation, a foundation or a Catholic university holds assets that are not merely financial: they are entrusted, held in trust for a mission and for the generations to come. Those who govern them — bishops' finance officers, treasurers, members of investment committees, chief financial officers and the asset managers, bankers and advisors who serve them — must hold together two demands that are too often kept apart. They must act as competent, disciplined fiduciaries in sophisticated global markets; and they must remain faithful to the moral and doctrinal vision of the Church. The division exists to make that union not only possible, but ordinary.

■ An educational mission, not a commercial one

Formation is treated here as a public good. The aim of every programme is durable capability *within* the institution — a board that can govern its own assets with confidence, a committee that can read its managers with a critical eye, a finance officer who can write and defend an investment policy. The measure of success is not attendance but the lasting competence and independence that remain long after a programme ends. This is what distinguishes an institute of learning from a provider of training: the ambition is to leave behind understanding that the institution owns.

■ The link between research and teaching

What the division teaches, the Institute first researches. Its programmes draw directly on the Institute's own studies, frameworks and publications — its work on Catholic finance, asset management, investment governance, the responsible use of technology, and sustainable, mission-aligned investing. This is the decisive advantage of an education rooted in a research institute: guidance is current, evidence-based and honest about what is known and what is not. Teaching tests the research against the hard questions of practitioners; practice, in turn, surfaces the questions that drive the next cycle of inquiry. Faculty do not recite received wisdom — they teach from a living, contested, continually renewed body of knowledge.

RESEARCH INTO CAPABILITY

The same evidence base informs the Institute's research, its advisory work and its teaching. A finding published as a white paper becomes a framework an advisory team applies — and then a case study a cohort works through. Knowledge moves deliberately from inquiry, to practice, to the people who must decide.

■ An interdisciplinary approach

The questions these institutions face do not respect the boundaries of a single discipline. A decision about how to invest an endowment is at once a question of finance, of governance and fiduciary law, of moral theology, and — increasingly — of technology and data. The division's faculty profile and curriculum are therefore deliberately interdisciplinary, drawing together the economist and the portfolio manager, the governance specialist and the canon lawyer, the ethicist and the theologian.

Participants are not handed a narrow technical toolkit; they are taught to think across these domains as the leaders of their institutions must, integrating perspectives that are too often siloed.

■ Integrating Catholic social teaching with modern finance

At the centre of everything the division teaches is a conviction that the social teaching of the Church and the discipline of modern finance are not adversaries to be reconciled grudgingly, but partners in a single, coherent practice. The tradition offers a rich and demanding account of the human person, the common good, the universal destination of goods and the right use of wealth. Modern finance offers a powerful and tested apparatus of risk, return, diversification and oversight. Held apart, each is impoverished: teaching without tools, or tools without purpose. Held together — which is precisely the division's task — they produce something rare and valuable: capital that is governed with both excellence and fidelity, deliberately and well.

■ A focus on the governance of investments

If the division has a centre of gravity, it is the governance of investments. Good intentions and even sound doctrine are not enough; they must be embodied in structures, policies, committees and habits of oversight that can withstand scrutiny — the scrutiny of a serious fiduciary and of the Church alike. Across its programmes the division returns again and again to the practical architecture of governance: the mandate of the board and the investment committee, the discipline of the investment policy statement, the duties of trustees, the selection and monitoring of managers, and the reporting that makes oversight real. This is where conviction is tested and made accountable, and where the division's teaching is most distinctive.

■ A standard worthy of the mission

The division takes its bearings from the world's leading centres of executive education — their rigour, their intellectual honesty, their refusal to flatter. It aspires to that standard not for prestige, but because the institutions it serves deserve nothing less. The stewardship of the Church's resources, and of the resources of all who share its mission, is a serious calling. The education that supports it should be serious too: international in outlook, academic in foundation, professional in method, and unwavering in its fidelity to the purpose all of this is meant to serve.

Part II

THE PROGRAMME PORTFOLIO

Five flagship executive programmes

A coherent portfolio that moves from first principles to specialised practice — each programme complete in itself, and stronger as part of the whole.

The division's portfolio is built around five flagship programmes. Together they trace the full arc of an institution's financial life: the foundational vision of Catholic finance; the governance that makes it accountable; the disciplines of values-aligned investing; the responsible use of new technology; and the long-horizon stewardship of assets. Each is self-contained and can be taken on its own. Taken together, they form a structured curriculum for an institution determined to lead.

PROGRAMME	FOCUS	PRIMARY AUDIENCE
Catholic Finance Executive Programme	The complete vision — doctrine, governance and modern practice, integrated	Senior leaders, boards, finance officers
Investment Governance Programme	The architecture of oversight and fiduciary duty	Committees, trustees, finance councils
Catholic Values Investing Essentials	From screening to mission-aligned portfolio construction	Investment staff, advisors, managers
AI for Religious Institutions	The prudent, governed use of artificial intelligence	Administrators, CFOs, IT and research leads
Stewardship & Asset Management Workshops	Long-horizon stewardship and disciplined asset management	Treasurers, asset managers, family offices

HOW TO READ THE PROGRAMMES

Each programme below follows the same structure — summary, audience, objectives, content, applications, outcomes, faculty profile, illustrative teaching cases and institutional benefits — so that boards can compare them and design a learning path that fits their needs.

PROGRAMME 01 · FLAGSHIP

Catholic Finance Executive Programme

The cornerstone programme: a complete grounding in finance that is at once excellent and faithful.

FORMAT

Multi-module executive programme

LEVEL

Senior leaders & boards

MODE

In-person · online · institutional

FOCUS

Faith-aligned finance, end to end

Executive Summary

The Catholic Finance Executive Programme is the flagship offering of the Institute's Executive Education division — a comprehensive, senior-level programme that equips the leaders of Catholic institutions to govern their financial resources with both professional excellence and fidelity to the Church's social teaching.

The programme exists because the most important financial decisions in a diocese, congregation or foundation are rarely made by specialists alone. They are made — or ratified — by bishops' finance officers, treasurers, secretaries general, foundation directors and the lay and religious members of finance councils and investment committees. These leaders need more than fragments of technical knowledge; they need a single, coherent framework that connects the *why* of Catholic finance to the *how* of modern investment practice. This programme provides exactly that. Over a sequence of modules it carries participants from the doctrinal and moral foundations of the right use of wealth, through the governance structures that make stewardship accountable, to the concrete disciplines of investment policy, portfolio construction and oversight. It is designed to leave each participant — and, through them, their institution — with a durable capability that endures across board cycles and personnel changes.

Throughout, the programme insists that financial excellence and fidelity are not competing goals to be traded against one another, but a single discipline to be practised together. Its graduates leave able to lead that discipline within their own institutions.

Target Audience

The programme is designed for those who carry strategic responsibility for the financial life of Catholic institutions, and for the professionals who advise them. It assumes seriousness and responsibility, not prior technical specialisation.

- **Diocesan finance officers** and members of diocesan finance councils
- **Treasurers and bursars** of religious orders, congregations and provinces
- **Executives and trustees** of Catholic foundations and endowments
- **Chairs and members** of investment committees and finance councils
- **Chief financial officers and administrators** of Church entities and Catholic universities
- **Asset managers, bankers and advisors** who serve Catholic institutions and wish to understand them deeply

Learning Objectives

On completion, participants will be able to:

- Articulate the foundations of Catholic finance and the Church's teaching on the purpose and right use of capital.
- Translate Catholic social teaching into concrete, defensible investment principles and exclusions.
- Draft, review and defend an Investment Policy Statement aligned to an institution's mission and risk capacity.
- Understand the duties of fiduciaries and the governance structures that make oversight accountable.

- Read and challenge portfolio construction, asset allocation and performance under a mission mandate.
- Evaluate, select and monitor external managers against both financial and values criteria.
- Establish reporting and monitoring that satisfy boards, auditors and the expectations of the Church.
- Lead the integration of excellence and fidelity as a single discipline within their institution.

Programme Structure

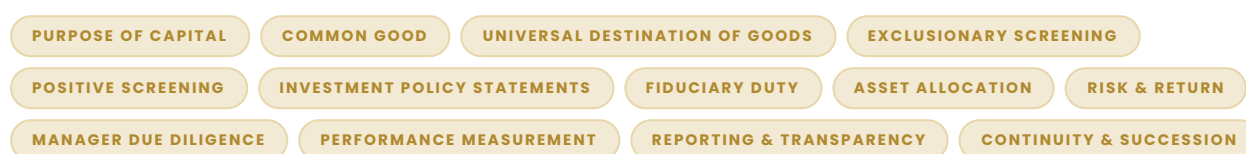
The programme is organised into six connected modules, each building on the last. The structure is designed so that a participant who completes the full sequence has followed the entire arc from principle to practice; institutions may also nominate colleagues to specific modules most relevant to their roles.

MODULE	TITLE	WHAT IT COVERS
01	Foundations of Catholic Finance	Doctrine, the common good and the purpose of capital; the moral theology of money.
02	Catholic Social Teaching for Investors	From encyclicals and Church guidance to operational investment principles.
03	Building a Faith-Aligned Investment Policy	Mission, objectives, screens, exclusions and the anatomy of the IPS.
04	Governance & Fiduciary Duty	Boards, committees, delegations and oversight in ecclesiastical contexts.
05	Portfolio Construction & Performance	Asset allocation, diversification and the pursuit of returns within Catholic mandates.
06	Implementation, Monitoring & Reporting	Manager selection, monitoring frameworks, documentation and continuity.

6 Connected modules	360° From doctrine to oversight	3 Delivery modes
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Key Topics

Across the modules, the programme treats the questions that recur in every serious Catholic institution — moving deliberately between the conceptual and the practical.



Each topic is examined twice: first for what the tradition and the evidence say about it, and then for what it demands in practice — in a policy clause, a committee decision, or a line in a monitoring report. The aim is never knowledge for its own sake, but knowledge that changes how an institution decides.

Practical Applications

The programme is built around application. Participants do not merely study an Investment Policy Statement; they draft and critique one for an institution like their own. They do not merely hear that governance matters; they map the decision rights, information flows and controls of a realistic diocese or foundation and identify where each could fail. Working sessions, structured exercises and guided clinics translate each module's material into artefacts and habits participants can carry directly back to their boards.

FROM CLASSROOM TO COMMITTEE ROOM

By design, much of what participants produce during the programme — a draft policy, a governance map, a manager-evaluation grid, a board dashboard — is immediately useful in their own institution. The programme is engineered to leave behind tools, not just ideas.

Expected Outcomes

The programme aims at outcomes that are visible at the level of the institution, not merely the individual. Graduates are equipped to raise the quality of decision-making across their boards and committees: to write and defend policy, to ask sharper questions of their managers and advisors, to document decisions so they withstand scrutiny, and to ensure that the institution's investments can be shown — credibly — to serve its mission. Institutions that send a cohort can expect a shared language and a common standard to take root across their governance bodies, reducing dependence on any single individual and strengthening continuity over time.

Recommended Faculty Profile

The programme is taught by a deliberately interdisciplinary faculty. No single discipline can carry it; the strength of the teaching lies in the conversation between them. The recommended faculty profile combines:

- **Senior investment practitioners** — portfolio managers, CIOs and advisors with institutional experience
- **Governance and fiduciary specialists** — versed in boards, committees and trustee duty
- **Scholars of Catholic social teaching** — theologians and ethicists who can speak to practitioners
- **Canon and civil law practitioners** — familiar with the structures of Church entities
- **Institute researchers** — bringing the latest findings directly into the room

Faculty are selected not only for expertise but for the rare ability to teach across boundaries and to engage seriously with the lived realities of Catholic institutions.

Case Studies

Teaching is anchored in realistic cases that participants work through together. These are illustrative teaching cases — composite scenarios constructed for learning, not accounts of specific institutions — designed to surface the genuine tensions leaders face.

The fragmented diocese

A diocese with several managers, no unified policy and limited board visibility must consolidate oversight without disrupting relationships.

The growing foundation

A foundation whose endowment has outgrown its governance must professionalise its committee and policy while honouring its founding charism.

The values dilemma

A congregation discovers an apparent conflict between a high-performing holding and its mission, and must decide how to respond — and how to document the decision.

The succession risk

A long-serving treasurer is retiring; the institution must capture knowledge and rebuild capability before continuity is lost.

Institutional Benefits

For the sponsoring institution, the programme is an investment in durable capability and reduced risk. It strengthens governance, raises transparency, and equips boards to act as competent fiduciaries while remaining faithful to mission. It reduces dangerous dependence on a single individual or external advisor by building shared understanding across the institution's decision-makers. And it provides something increasingly valuable: the ability to demonstrate, credibly and on the record, that the institution's wealth is being stewarded both well and faithfully — to its members, its donors, its auditors and the Church.

IN ONE LINE

The flagship programme makes the union of financial excellence and fidelity to the Church an ordinary, governed practice — led from within the institution itself.

PROGRAMME 02 · CORE

Investment Governance Programme

Sharpening the oversight that turns sound intentions into well-governed portfolios.

FORMAT

Focused executive programme

LEVEL

Committees & trustees

MODE

In-person · online · institutional

FOCUS

Oversight, policy & fiduciary duty

Executive Summary

The Investment Governance Programme is dedicated to the single most decisive — and most often neglected — determinant of long-term institutional outcomes: the quality of governance. It equips those who sit on or serve investment committees and finance councils to exercise disciplined, defensible oversight.

Most institutions do not fail at investing because they choose the wrong fund in a given year; they fail because their governance is weak — because mandates are unclear, committees are under-prepared, policies are dated or absent, conflicts are unmanaged, and monitoring is sporadic. Strong governance, by contrast, compounds quietly over decades. This programme treats governance as a craft that can be taught and improved. It gives committees the structures, habits and documentation of serious oversight, and it does so in a way fitted to the distinctive realities of Catholic institutions — where fiduciary duty sits alongside canonical responsibility, and where reputational and mission considerations carry exceptional weight. Participants leave able to govern with confidence, to challenge their managers and advisors intelligently, and to leave behind an audit trail that withstands scrutiny.

Governance Challenges

The programme begins by naming, honestly, the governance challenges that recur across dioceses, congregations and foundations. Recognising them is the first step to addressing them.

- **Unclear mandates** — committees uncertain of the limits of their authority and the line between governance and management
- **Under-preparation** — meetings driven by manager presentations rather than by the institution's own agenda
- **Policy drift** — investment policies that are dated, generic or, too often, absent altogether
- **Fragmented information** — reporting scattered across providers, with no common, comparable view
- **Unmanaged conflicts** — relationships and interests that are not surfaced, documented or controlled
- **Continuity risk** — knowledge concentrated in one person, lost when they depart

WHY GOVERNANCE, FIRST

Manager selection and asset allocation matter — but their value is squandered without the governance to choose, oversee and correct. Governance is the multiplier on every other decision an institution makes.

Committee Effectiveness

At the heart of the programme is the effectiveness of the investment committee itself. Participants examine what distinguishes a committee that genuinely governs from one that merely meets: a clear mandate and terms of reference; the right composition and balance of expertise; a disciplined annual cycle of business; agendas anchored in the Investment Policy Statement rather than in the latest pitch; pre-reading that focuses discussion; and minutes that record not just decisions but the reasoning behind them. The programme addresses the human realities too — how to manage dominant voices, how to draw on outside expertise without surrendering judgement, and how to sustain continuity as members rotate.

Investment Policy Statements

The Investment Policy Statement is the committee's constitution, and the programme treats it as such. Participants learn to draft, review and maintain a policy that is genuinely usable — not a document filed and forgotten, but the reference point against which every decision is tested.

IPS COMPONENT	GOVERNANCE PURPOSE
Mission & values	Anchors the portfolio in the institution's purpose and Catholic identity.
Objectives & horizon	Defines what success means and over what timeframe.
Risk tolerance	States the institution's capacity and willingness to bear volatility.
Asset allocation	Sets the strategic mix and the ranges within which managers operate.
Screens & exclusions	Translates values into explicit, checkable constraints.
Benchmarks & review	Establishes how performance and alignment will be judged.
Roles & delegations	Clarifies who decides what — and the limits of delegated authority.

Fiduciary Responsibilities

Those who govern institutional assets act as fiduciaries, and the programme gives that word its full weight. Participants explore the core duties — of loyalty, of prudence, of care and impartiality — and how each applies in the specific setting of a Church entity, where the fiduciary holds assets in trust not only for present beneficiaries but for a mission and for future generations. The programme is careful and practical here: it addresses the duty to diversify, the standard of the prudent person, the management of conflicts, and the documentation that demonstrates duties have been met. It treats fidelity to the institution's Catholic mission not as a departure from fiduciary duty but as part of how that duty is rightly understood.

The fiduciary question is not only 'did we perform?' but 'can we show that we acted with loyalty, prudence and care?' Good governance makes the answer to the second question a matter of record.

Reporting Frameworks

Oversight is only as good as the information on which it rests. The programme equips committees to demand and design reporting that is clear, comparable and decision-useful: performance set honestly against the right benchmarks; risk and exposure presented intelligibly; liquidity and concentration made visible; and — distinctively — the alignment of the portfolio with the institution's values reported alongside its financial results. Participants learn to cut through the volume of manager reporting to the few measures that matter, and to build a concise board dashboard that supports judgement rather than burying it.

Monitoring Systems

Between meetings, governance lives or dies by monitoring. The programme sets out a disciplined approach to ongoing oversight: what to watch, how often, and what should trigger escalation. Participants build a monitoring routine that tracks performance against policy, watches for drift in allocation and risk, flags changes at managers — in team, process or ownership — and keeps values alignment under continuous review. The goal is a system that surfaces problems early, while there is still time to act, rather than confirming them after the fact.

Governance Best Practices

The programme distils its material into a set of governance best practices that an institution can adopt and adapt — a practical standard against which a committee can measure itself.

- A clear, current mandate and terms of reference for the committee.

- A living Investment Policy Statement, reviewed on a fixed cycle.
- An annual calendar of business, with agendas anchored in the policy.
- Disciplined pre-reading, and minutes that capture reasoning, not just outcomes.
- A documented conflicts-of-interest policy, consistently applied.
- Concise, comparable reporting and a standing board dashboard.
- A defined monitoring routine with explicit escalation triggers.
- A plan for continuity, so capability survives the departure of any individual.

■ Institutional Benefits

For the institution, stronger governance is the most reliable route to better long-term outcomes and lower risk. The programme produces committees that are more confident and more demanding, decisions that are better-documented and more defensible, and oversight that is continuous rather than episodic. It reduces reliance on any single person, strengthens the institution's standing with auditors and regulators, and provides the board with assurance that its duties — fiduciary and canonical alike — are being met. Above all, it gives the institution the means to demonstrate that its assets are governed with the seriousness their purpose demands.

IN ONE LINE

Good governance is the quiet multiplier on every investment decision — this programme makes it a discipline the committee can practise and prove.

PROGRAMME 03 · SPECIALIST

Catholic Values Investing Essentials

From exclusion to active stewardship: building portfolios that are demonstrably faithful and disciplined.

FORMAT

Specialist programme

LEVEL

Investment staff & advisors

MODE

In-person · online · institutional

FOCUS

Values-aligned portfolio construction

Executive Summary

Catholic Values Investing Essentials is the division's specialist programme on the practice of investing in a manner consistent with Catholic teaching. It moves participants well beyond the familiar idea of simple exclusion toward a complete, defensible approach — from screening, through active ownership, to portfolio construction and manager selection.

Many institutions equate "Catholic investing" with a short list of things to avoid. That instinct is sound but incomplete. A mature approach asks not only what an institution declines to fund, but what it chooses to support, how it uses the rights of ownership, and how the whole portfolio can be shown to serve its mission without sacrificing financial discipline. This programme provides the concepts and the tools to do that well. It grounds participants in the foundations of Catholic investing, equips them to design and apply rigorous exclusion and positive-screening criteria, introduces the disciplines of impact investing and faith-consistency analysis, and carries the material through to the practical work of constructing portfolios and selecting managers. It is candid about the genuine tensions — between conviction and diversification, between exclusion and return — and it equips participants to navigate them deliberately rather than by instinct.

Foundations of Catholic Investing

The programme begins with foundations, because technique without grounding drifts. Participants examine what the Church's social teaching actually implies for the investment of institutional wealth: the dignity of the human person, the common good, solidarity and subsidiarity, the universal destination of goods, and care for creation. They consider the guidance the Church itself has offered on the ethical investment of its resources, and they learn to reason from principle to portfolio — to move from a doctrinal commitment to a concrete, checkable investment policy. This foundation gives everything that follows its coherence and its defensibility.

BEYOND A LIST OF PROHIBITIONS

A Catholic approach to investing is a positive vision of capital ordered toward the good — not merely a set of prohibitions. The programme treats exclusion as the floor of the practice, not its ceiling.

Exclusion Criteria

Exclusionary screening remains the foundation of most institutions' policies, and the programme treats it rigorously. Participants learn to construct exclusion criteria that are principled, clearly defined and practically applicable — distinguishing categories of activity that are incompatible with Catholic teaching, setting sensible thresholds (for instance, around incidental revenue), and addressing the genuine complications of diversified funds, indices and look-through. They learn to write exclusions that a manager can actually implement and an auditor can actually verify, and to maintain them as an explicit, living list rather than a vague aspiration.

Positive Screening

If exclusion defines what an institution will not fund, positive screening expresses what it chooses to support. The programme introduces the practice of identifying and favouring investments whose activity advances human dignity and the common good — and of doing so with the same rigour applied to exclusions, so that "positive" does not become merely sentimental. Participants examine how positive criteria can be defined, evidenced and combined with conventional financial analysis, and how an institution can tilt a portfolio toward the good without abandoning prudence or diversification.

Impact Investing

For institutions that wish to go further, the programme introduces impact investing: the deliberate pursuit of measurable, mission-aligned outcomes alongside financial return. Participants explore the spectrum from broad responsible investing to targeted impact, the discipline of defining and measuring intended outcomes, and the honest assessment of the trade-offs involved. The treatment is sober and practical — clear about where impact investing genuinely serves a Catholic mission, and equally clear about the diligence required to avoid mistaking good intentions for good results.

3 Layers: exclude, support, impact	1 Coherent values framework	0 Sacrifice of discipline assumed
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Faith Consistency Analysis

A distinctive contribution of the programme is its treatment of faith-consistency analysis: a structured way of assessing how faithfully a portfolio, a holding or a manager reflects the institution's Catholic commitments. Participants learn to look through funds to underlying exposures, to weigh apparent conflicts proportionately, and to document the reasoning behind difficult judgements. The aim is not a mechanical score but a defensible, recorded analysis — one a committee can stand behind and a successor can understand.

Faithfulness in investing is not proved by intention; it is shown by analysis, documentation and the willingness to look through to what one actually owns.

Portfolio Construction

The programme then carries these principles into the practical work of building a portfolio. Participants examine how exclusions and positive criteria interact with asset allocation, diversification and risk; how to construct a portfolio that honours an institution's values while remaining robust across market conditions; and how to handle the asset classes — private markets, alternatives, fixed income — where values analysis is hardest. The treatment is realistic about constraints: a narrower opportunity set must still be a well-diversified, disciplined one. Participants leave able to translate a values policy into an actual, investable portfolio.

Manager Selection

Because most institutions invest through external managers, the programme devotes serious attention to selecting and overseeing them with a values lens. Participants learn to assess managers not only on the conventional grounds of team, process, performance and risk, but on their genuine capacity and willingness to implement an institution's exclusions, positive criteria and engagement preferences — and to evidence that they have done so. The programme equips participants to ask the right questions, to read the answers critically, and to build values alignment into mandates and monitoring rather than hoping for it.

Practical Applications

Throughout, the programme is relentlessly practical. Participants work with realistic screening lists, construct and critique values-aligned model portfolios, and assess sample managers against a faith-consistency framework — producing materials they can adapt directly for their own institutions. They leave not with a philosophy of Catholic investing alone, but with the concrete instruments to practise it: a defensible policy, a workable screen, an engagement approach, and a way of selecting and monitoring managers that turns conviction into an auditable reality.

IN ONE LINE

Catholic values investing, done seriously: from a clear policy of exclusion and support, through faith-consistency analysis, to a real portfolio and the managers who deliver it.

PROGRAMME 04 · FRONTIER

AI for Religious Institutions

The prudent, governed and human-centred use of artificial intelligence in the service of mission.

FORMAT

Executive programme

LEVEL

Administrators, CFOs & leads

MODE

In-person · online · institutional

FOCUS

Responsible AI adoption & governance

Executive Summary

AI for Religious Institutions equips the leaders of Catholic organisations to understand, govern and responsibly adopt artificial intelligence. It is neither a technical course for engineers nor an exercise in hype; it is a programme about judgement — about how institutions whose first commitment is to the human person should approach a powerful and fast-moving technology.

Artificial intelligence is already reshaping administration, education, research and asset management, and religious institutions cannot simply ignore it. Nor should they adopt it uncritically. The Church brings to this moment a distinctive and valuable perspective — a deep tradition of reflection on human dignity, the common good, work, and the proper place of technology in human life. This programme helps institutions bring that perspective to bear in practice: to govern AI before deploying it, to identify where it can genuinely serve their mission, and to recognise where prudence counsels caution or restraint. It treats AI as a question of governance and ethics first, and of tools second, equipping leaders to make decisions that are prudent, accountable and faithful.

AI Governance

The programme begins where responsible adoption must begin: with governance. Before an institution asks which tools to use, it should ask how it will decide, oversee and remain accountable for their use. Participants learn to establish the structures of AI governance appropriate to a religious institution — clear ownership and accountability, principles for permissible and impermissible uses, data protection and privacy safeguards, human oversight of consequential decisions, and a posture of transparency. The emphasis throughout is on keeping the human person, not the system, in the position of responsibility.

GOVERN BEFORE YOU DEPLOY

The central discipline of the programme is sequence: an institution should put governance, principles and oversight in place before it adopts AI tools — not scramble to add them afterwards.

AI in Administration

Administration is where most institutions will first encounter AI, and the programme examines its promise and its limits there. Participants consider realistic applications — document handling, drafting and correspondence, scheduling, financial operations and routine analysis — and the genuine efficiencies these can offer hard-pressed administrative teams. Equally, they examine the risks: errors presented with false confidence, the mishandling of sensitive or confidential information, and the temptation to remove human judgement from decisions that require it. The aim is adoption that lightens administrative burdens without eroding responsibility or care.

AI in Education

For Catholic universities, schools and formation programmes, AI raises questions that are at once practical and profound. The programme explores how AI tools can support teaching, learning and administration in educational settings, and how

institutions can establish thoughtful policies for their use by students and staff. It engages seriously with the deeper questions a Catholic educator must ask — about the formation of the person, the nature of genuine learning, intellectual honesty, and the irreplaceable role of the teacher — so that institutions adopt these tools in a way that serves, rather than undermines, their educational mission.

AI in Research

AI is transforming research, including the kind of financial and institutional research on which the Institute itself draws. Participants examine how AI can accelerate the gathering and analysis of information, surface patterns and support inquiry — and the standards of rigour, verification and intellectual honesty that must govern its use. The programme is clear-eyed about the dangers: fabricated sources, unexamined bias, and the erosion of the scholarly judgement that gives research its value. It models the responsible integration of AI into serious institutional research.

AI in Asset Management

AI is increasingly present in asset management — in analysis, risk modelling, manager oversight and operations — and institutions must understand it to govern it. The programme examines where AI is genuinely useful in the investment process, how managers are using it, and what questions a committee should therefore ask. It also addresses the specific risks of AI in finance: opacity, over-reliance on models, the illusion of precision, and the difficulty of maintaining accountability when decisions are shaped by systems few fully understand. Participants learn to engage AI in investment management with informed prudence rather than either naïve enthusiasm or reflexive fear.

5

Domains: admin, education, research, assets, oversight

1

Principle: human in charge

Risks and Ethical Considerations

The programme treats the risks and ethical considerations of AI as central, not peripheral. Participants work through the questions that matter most to institutions whose first commitment is to the human person.

- **Human dignity** — ensuring AI serves the person and never reduces people to data points
- **Accountability** — keeping responsibility with human beings, not diffusing it into systems
- **Bias and fairness** — recognising and guarding against embedded bias and unjust outcomes
- **Privacy and data** — protecting sensitive and confidential information, especially in pastoral contexts
- **Transparency** — understanding, and being able to explain, how consequential tools work
- **Prudence** — discerning when not to adopt a tool, however capable, is the wiser course

A Catholic Perspective on AI

What distinguishes this programme is the perspective it brings. The Church has begun to engage seriously with the ethics of artificial intelligence, drawing on its long tradition of reflection on technology, work and the human person. Participants are helped to bring that tradition to bear: to evaluate AI not merely by what it can do, but by what it does to human dignity, relationships, work and the common good. This is not a brake on innovation but a compass for it — a way of ensuring that an institution's use of AI remains ordered to genuinely human ends, and faithful to the vision it exists to serve.

The decisive question is never simply 'can the machine do this?' but 'does this use serve the human person and the common good?' That question is the Church's distinctive contribution to the age of AI.

Future Scenarios

The programme closes by helping institutions think ahead. Participants consider plausible scenarios for how AI may develop and how it could reshape administration, education, research and finance over the coming years — and how an institution can prepare without either over-committing to today's tools or being caught unprepared by tomorrow's. The aim is a posture of

informed, prudent readiness: institutions that can adopt what genuinely serves their mission, decline what does not, and govern the whole with wisdom.

IN ONE LINE

Artificial intelligence, approached as the Church approaches every technology — with prudence, accountability and an unwavering commitment to the human person.

PROGRAMME 05 · APPLIED

Stewardship & Asset Management Workshops

The long-horizon stewardship and disciplined asset management of wealth held in trust.

FORMAT

Modular workshop series

LEVEL

Treasurers & asset managers

MODE

In-person · online · institutional

FOCUS

Stewardship & portfolio discipline

Executive Summary

The Stewardship & Asset Management Workshops form the division's applied, practitioner-focused series on the disciplined management of institutional wealth over the long term. Delivered as a set of focused workshops, the series translates the principle of stewardship into the concrete craft of asset allocation, risk management, manager oversight and portfolio monitoring.

For a Catholic institution, asset management is never merely a technical exercise in maximising return. It is an act of stewardship — the careful management of wealth held in trust, for a mission and for generations not yet born. That perspective changes everything: it lengthens the horizon, reframes risk, and subordinates short-term performance to long-term purpose. These workshops hold the two together. They ground participants in the principles of stewardship and then equip them with the practical disciplines that put those principles into effect, from setting an asset allocation to overseeing managers and monitoring a portfolio. The series is designed for those with hands-on responsibility — treasurers, finance staff, and the asset managers and family offices who serve institutional clients — and it is relentlessly practical.

Stewardship Principles

The series opens with the principles of stewardship that distinguish a Catholic approach to wealth. Wealth is received as a trust, not owned outright; it is to be preserved and grown prudently, but always in service of mission and of those who come after. Participants explore what this implies in practice: a bias toward the long term, a duty of prudence and care, an insistence on transparency, and a refusal to pursue return in ways that betray the purpose the wealth exists to serve. These principles are not left as abstractions; they become the criteria against which every subsequent technical decision is judged.

STEWARDSHIP, NOT OWNERSHIP

The steward manages what is not ultimately their own — for a purpose larger than themselves and a horizon longer than their tenure. Every technical discipline in the series is shaped by that conviction.

Long-Term Investing

Stewardship implies a long horizon, and the workshops make the discipline of long-term investing concrete. Participants examine how a genuinely long horizon changes the management of a portfolio: the capacity to bear and even exploit short-term volatility, the power of patience and compounding, the danger of reacting to market noise, and the importance of governance arrangements that protect a long-term strategy from short-term pressure. The series is candid that long-term investing is as much a matter of temperament and governance as of technique — and it equips institutions to sustain it.

Asset Allocation

Asset allocation is the most consequential decision in managing a portfolio, and the workshops treat it with corresponding seriousness. Participants work through the construction of a strategic asset allocation aligned to an institution's objectives, horizon and risk capacity; the role of diversification across and within asset classes; the place of private markets and alternatives for long-horizon institutions; and the interaction between allocation and an institution's values constraints. The

treatment is practical and realistic, equipping participants to engage critically with the allocation proposals they receive rather than accepting them on trust.

 Horizon: generational	1 Allocation drives most outcomes	4 Disciplines: allocate, manage risk, oversee, monitor
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Risk Management

For the steward, risk management is not the avoidance of risk but its deliberate, conscious management in service of a long-term purpose. The workshops equip participants to think clearly about the risks that matter to institutions: not only market volatility, but liquidity, concentration, drawdown, inflation and the risk of permanent loss of capital. Participants learn to distinguish the volatility a long-term institution can bear from the risks it cannot, to set sensible risk parameters in policy, and to ensure that risk is understood and owned at the level of the board, not delegated and forgotten.

Manager Oversight

Most institutions invest through external managers, and the workshops devote close attention to overseeing them well. Participants learn the disciplines of manager oversight: setting clear mandates, monitoring performance against the right benchmarks, watching for changes in team, process and ownership, and maintaining the candid, informed dialogue that keeps a manager accountable. The series treats oversight as an active, ongoing responsibility — the steward's continuing duty to ensure that those entrusted with the institution's capital are managing it as agreed, and in keeping with the institution's values.

Sustainable Investing

Stewardship extends naturally to care for creation, and the workshops address sustainable investing from a distinctively Catholic vantage. Participants examine where responsible and sustainable-investment practice aligns with the Church's teaching — and where the two diverge, so that institutions adopt sustainable approaches thoughtfully rather than reflexively. The treatment is sober and practical, helping institutions integrate genuine care for creation into their portfolios with the same rigour applied to every other dimension of stewardship, and without mistaking labels for substance.

Portfolio Monitoring

Finally, the series equips participants to monitor a portfolio with discipline over time. Participants build a practical monitoring routine: tracking performance against policy and benchmark, watching allocation and risk for drift, keeping liquidity and concentration in view, and reviewing values alignment alongside financial results. They learn to construct a concise, board-ready view that supports oversight rather than overwhelming it — the instrument through which stewardship is exercised, period after period.

Institutional Applications

Because the series is modular, institutions can apply it flexibly — sending treasurers and finance staff to the workshops most relevant to their responsibilities, or commissioning the full sequence for a team. The workshops are designed to leave participants with practical instruments they can use immediately: an allocation framework, a risk-parameter set, a manager-oversight routine and a monitoring dashboard, each adaptable to their own institution. The result is asset management that is both more disciplined and more faithful — wealth managed, demonstrably, as a trust.

IN ONE LINE

Asset management reconceived as stewardship — the disciplined, long-horizon management of wealth held in trust for mission and for those still to come.

Part III

CUSTOM & TAILOR-MADE

Programmes built around the institution

Beyond the flagship portfolio, the division designs bespoke programmes for institutions whose needs, scale or governance call for something made to measure.

No two Catholic institutions are alike. A contemplative order, a large urban diocese, an international foundation and an asset-management firm serving Catholic clients share a common concern for faithful stewardship — but their structures, their constraints and their starting points differ profoundly. For these institutions, the division designs tailor-made programmes built around their specific reality.

Custom programmes begin not with a curriculum but with a conversation. The division works with an institution’s leadership to understand its mission, its governance, its assets and the particular questions it is wrestling with, and then designs a programme that meets those needs precisely — in content, in format and in emphasis. The result is education that speaks directly to the institution’s situation, taught with the same rigour and the same fidelity as the flagship programmes.

Who tailor-made programmes serve

Custom programmes are designed for institutions across the Catholic world and those who serve them — each with distinct needs the division is equipped to meet:

AUDIENCE	TYPICAL TAILORED FOCUS
Dioceses	Governance of diocesan patrimony; finance-council and investment-committee capability; policy and oversight.
Congregations & orders	Stewardship of reserves aligned to charism; continuity and succession; values-aligned investing.
Foundations	Endowment governance; investment policy; impact and mission-aligned strategy; board education.
Religious orders	Long-horizon stewardship; governance fitted to community structures; manager oversight.
Asset managers	Deep understanding of Catholic clients; values integration; faith-consistency in mandates.
Family offices	Faith-aligned investing for Catholic families and their philanthropy; governance and stewardship.
Universities	Endowment and treasury governance; finance education; responsible adoption of AI.

What tailor-made design includes

Bespoke engagements draw on the full range of the division’s capabilities, combined and adapted to fit:

<p>Custom programme design</p> <p>A curriculum, format and schedule built from the ground up around the institution’s mission, governance and questions.</p>	<p>Dedicated workshops</p> <p>Focused sessions on a specific theme — an investment policy, a screening framework, a governance challenge — for a single institution.</p>
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Internal training

Programmes delivered to an institution's own staff and teams, building capability across the organisation.

Board education

Sessions designed for boards and councils, framed for those who govern rather than those who operate.

Investment committee education

Targeted formation for the members of an investment committee — mandate, policy, oversight and fiduciary duty.

Ongoing partnership

Recurring education that accompanies an institution over time as its needs and its people evolve.

A PROGRAMME DESIGNED FOR ONE INSTITUTION

Tailor-made does not mean a flagship programme relabelled. It means a programme conceived for a single institution — its mission, its governance, its assets and its people — and taught to meet that institution where it stands.

Part IV

TEACHING FORMATS

Formats for every level and need

The division teaches through a range of formats — from a single intensive masterclass to a standing institutional academy — so that learning fits the audience, the subject and the time available.

The right format is part of the teaching. A board needs something different from a finance team; a single pressing question needs something different from a comprehensive curriculum. The division offers a spectrum of formats, each with a distinct purpose, that can be used alone or combined into a coherent learning path.

FORMAT	PURPOSE	TYPICALLY FOR
Executive Masterclass	An intensive, high-level session on a single important theme, led by senior faculty.	Leaders and boards seeking depth on a focused topic
Intensive Programmes	A concentrated, immersive programme covering a subject in full over a short, dedicated period.	Those who can step away to learn deeply and quickly
Workshops	Practical, hands-on sessions producing concrete outputs — a policy, a framework, a plan.	Teams and committees doing the work, not just learning it
Roundtables	Facilitated, peer-to-peer exchange on shared challenges under the guidance of faculty.	Senior leaders who learn best from peers and dialogue
Board Education	Sessions designed specifically for boards and councils, framed for governance.	Trustees, finance councils and governing bodies
Governance Retreats	Reflective, off-site sessions combining learning, strategy and renewal of purpose.	Boards and leadership teams setting direction
Institutional Academies	A standing, ongoing programme of education delivered in partnership with an institution over time.	Institutions building lasting internal capability

FROM A SINGLE SESSION TO A STANDING ACADEMY

An institution can engage the division for one masterclass — or build a multi-year academy that accompanies its people across cohorts. The format follows the need, never the other way around.

Part V

CERTIFICATION

Recognition for serious learning

The division offers a clear, credible structure of recognition — from completion of a single programme to a portfolio of executive study and continuing professional development.

Recognition should mean something. The division's approach to certification is deliberately clear and credible: it recognises genuine learning and engagement, marks meaningful executive achievement, and supports the continuing professional development of the practitioners it serves — without ever substituting a certificate for the substance it represents.

■ Certificate of Completion

Awarded to participants who complete an individual programme or workshop, the Certificate of Completion recognises their engagement with the material and the capability they have built. It provides a tangible record of professional development that participants can present to their institutions and add to their professional profile — confirmation that they have undertaken serious, structured study with the Institute.

■ Executive Certificate

For those who pursue a broader course of study, the Executive Certificate recognises the completion of a defined portfolio of the division's programmes. It marks a substantial, rounded executive education in Catholic finance, governance and stewardship — a credential that reflects genuine breadth and depth across the division's curriculum, and a serious commitment to leading the discipline within one's institution.

■ Continuing Professional Development

Many of those the division serves — finance officers, advisors, asset managers and committee members — are professionals for whom continuing development is both an obligation and a discipline. The division's programmes are designed to support ongoing professional development, providing structured, substantive learning that practitioners can incorporate into their continuing development and record accordingly. The division's intent is that its education stand alongside the most credible professional learning available — and that it remain, as in everything, both rigorous and faithful.

SUBSTANCE BEFORE CERTIFICATE

Every form of recognition the division offers rests on real learning seriously undertaken. The certificate records the substance; it never replaces it.

BEGIN THE CONVERSATION

An invitation to learn, and to lead

The Executive Education division of the Catholic Finance Institute invites institutions, boards and professionals across the Catholic world to engage with its programmes — to build the capability, and the confidence, to steward institutional wealth with both excellence and fidelity.

Whether an institution wishes to enrol colleagues in a flagship programme, commission a tailor-made academy, or simply begin a conversation about its needs, the division welcomes the approach. Education is where the Institute's research becomes capability, and where conviction becomes competent, faithful practice — and the invitation to take part is open.

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