



Program of Church Management



The Church needs to be exemplary in the stewardship of her material assets in order to give testimony to the Gospel. The pastoral use of her material assets is a constitutive element of the Church, and the correct dealing with money is an important element of the spirituality of any person entrusted with leadership roles.



Pontificia
Università
della
**SANTA
CROCE**



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LETTER FROM THE DIRECTOR

It has become increasingly apparent that there is a need for a managerial-administrative formation for those who will be responsible for the Church's temporal goods.

In raising awareness of this great need, not only have future priests and the economists of individual dioceses responded, but also members of the Church hierarchy, who are ready to contribute to a solution.

The *Markets, Culture and Ethics* Research Centre of the *Pontifical University of the Holy Cross* has organized a course of formation for priests, lay persons and members of religious orders who work for the Church in economic and administrative capacities.

The Church needs to be exemplary in the stewardship of her temporal patrimony in order to give testimony to the Gospel. The pastoral use of her temporal goods is a constitutive element of the Church, and the correct dealing with money is an important element of the spirituality of any person entrusted with leadership roles. Unlike secular business schools where students learn to create wealth and build businesses, this program will focus on how to serve the poor effectively and how to use the temporal patrimony of the Church honestly, according to Canon Law and good managerial practices in conformity with the principles of Catholic Social Teaching.

Martin Suleag



Fr. Robert Gahl, PCM Vice Director, presented the Program of Church Management to **Pope Francis**. He encouraged us to forge ahead with PCM: "così, avanti!" – "well done, keep going!"

PARTNER UNIVERSITIES



NORTHWESTERN UNIVERSITY



PARTNER INSTITUTIONS



WHY such a program?

Unlike secular business schools where students learn to create wealth and build businesses, this program will focus on how to serve the poor effectively, and use the temporal patrimony of the Church honestly and according to Canon Law and good managerial practices in conformity with the principles of Catholic Social Teaching.

WHO do we invite to participate?

- seminarians;
- young priests;
- members of religious orders;
- laity who will be leaders of the Church in various capacities and positions.

WHAT OUTCOME do we expect?

The wealth of expertise of the participating universities and partner institutions guarantees the highest academic level. The topics are relevant to daily pastoral ministry, and the participation of priests and other persons dedicated to the Church's service ensures the immediate application to the practical needs of the parish, the diocese, the religious order or other Christian organizations.

The Pontifical University of the Holy Cross will be the principal coordinator of the project in Rome while constantly cooperating with and supported by the academic partner institutions.

HOW can I participate in the program?

The entire Program of Church Management is taught in English.

There are 3 different enrollment options:

1. PCM INTENSIVE WEEKS

Week-long sessions designed for those who are working for ecclesiastical organizations all over the world and can only attend classes for short periods. Candidates may apply to attend one single Intensive Week (40 classroom hours), or any combination of the scheduled weeks.

- **1st Intensive Week:** Ecclesiological Foundations of Church Management: February 11-15, 2019
- **2nd Intensive Week:** Accountability in Church Management: September 23-27, 2019
- **3rd Intensive Week:** Managerial and Economic Foundations of Church Management: September 30-October 4, 2019
- **4th Intensive Week:** Governance, Change and Project Management in Church Management: February, 3-7, 2020

2. PCM FULL YEAR PROGRAM

The PCM Full Program is a one-year part-time program designed to be compatible with existing studies at any Pontifical University in Rome, for those students who are going to be in Rome for the 2019 calendar year (PCM will start in February 2019 and will end in February 2020).

For students who will not be in Rome the entire calendar year, it is also possible to apply for only One Term.

PCM is structured in 2 terms (overall about 300 classroom hours):

- **Term I:** February 2019 – September 2019
- **Term II:** September 2019 – February 2020

Each term is organized as follows:

- **One Intensive Week** (at the beginning of the term)
- **13 Wednesday afternoons + 4 Saturday mornings** (during the academic semester)
- **One Intensive Week** (at the end of the term)

3. PCM COMBINED PROGRAM

The Combined Program is designed for those who would like to pursue a pontifical degree or other programs at the Pontifical University of the Holy Cross while completing the Program of Church Management. The schedule is specifically developed to integrate and to be compatible with the following degrees and certificate programs:

PCM + Licentiate in <i>Theology</i>	PCM + Licentiate in <i>Philosophy</i>	PCM + Licentiate in <i>Canon Law</i>
The School of Theology will recognize 12 ECTS credits	The School of Philosophy will recognize 12 ECTS credits	The School of Canon Law will recognize 8 ECTS credits

COURSE STRUCTURE

Term I

Feb. 11, 2019 – Sept. 27, 2019

1st INTENSIVE WEEK February 11-15, 2019

Full Day Classes

Catholic Social Teaching
& Church Management
Ecclesiology
Anthropology & Ethics of Church
Management
Church and Temporal Means

WEEKLY CLASSES

February 2019 – May 2019

Wednesday afternoon &
a few Saturday mornings

Management Foundations I
Management for Ecclesiastic Organizations
Management for Parishes and Dioceses
Leadership and Soft Skills Laboratory
Negotiation
Governance Structures in the Church
Patrimonial Canon Law
Comparative Law and Economics
– Vatican Financial Law

2nd INTENSIVE WEEK September 23-27, 2019

Full Day Classes

Strategic Pastoral Planning for Parishes,
Dioceses, and Ecclesiastic Organizations
Accounting for Church Institutions
Budgeting, Reporting and Controls

Term II

Sept. 30, 2019 – Feb. 7, 2020

3rd INTENSIVE WEEK Sept. 30-Oct. 4, 2019

Full Day Classes

Crisis Management
Economic Foundations
Management Foundations II
Fundraising

WEEKLY CLASSES

October 2019 – January 2020

Wednesday afternoon &
a few Saturday mornings

Organization Design
Church Communications
and Accountability to the Faithful
Pastoral People Management
Finance & Assets Management
Real Estate Management as Stewardship
Entrepreneurial Lab
for Social Impact Projects

4th INTENSIVE WEEK February 3-7, 2020

Full Day Classes

Managing the Change
of Ecclesiastic Organizations
Governance Design
& Transparency in Church
Project Management

ADMISSION PCM

APPLICATION

Admission to the program is selective. Following submission of the application, interested students will be interviewed by the program directors.

Application deadline: December 15, 2018. Early bird registration: 30% discount for participants who register before September 15, 2018. 15% discount for participants who register before October 31, 2018.

Need-based and competitive scholarships are available for the Full Program and One Term enrollment. Interested students can apply and the scholarship committee will evaluate the applications and award the scholarship accordingly.

To submit the application and apply for the scholarship go to the "Application" section of the website www.pusc.it/pcm.

Students can attend the Full Program, the First or Second Term, or one or more Intensive Weeks (40 hours of instruction). Students who enroll for the Full Program will be given precedence over students who choose One Term or Intensive Weeks.

ENROLLMENT OPTIONS

Full Program	One Term	One or More Intensive Weeks
€ 3.000	€ 2.000	€ 1.000 per week (€ 3.000 for the 'Four Intensive Weeks Package')
February 2019 - February 2020	February 2019 - September 2019 or September 2019 - February 2020	<ul style="list-style-type: none">• February 11-15, 2019• September 23-27, 2019• Sept. 30-Oct. 4, 2019• February 3-7, 2020
<ul style="list-style-type: none">• 4 Intensive Weeks• Weekly classes on Wednesday afternoon + a few Saturday mornings• Approx. 300 Hours of Instruction	<ul style="list-style-type: none">• 2 Intensive Weeks• Weekly classes on Wednesday afternoon + a few Saturday mornings• Approx. 150 Hours of Instruction	<ul style="list-style-type: none">• Full Day Classes• Approx. 40 Hours of Instruction per week
SCHOLARSHIP AVAILABLE		

CURRICULUM

TERM I

February 11 – September 20, 2019

The term is organized as follows:

- 1st Intensive Week: February 11-15, 2019
- Weekly classes: One Wednesday afternoon per week and five Saturday mornings from February to May, 2019 (Easter week excluded): 4 hours per session
- 2nd Intensive Week: September 23-27, 2019

February 11 - September 20, 2019		ECTS	HOURS
Catholic Social Teaching & Church Management	M. SCHLAG	2	8
Ecclesiology	P. GOYRET	2	12
Anthropology & Ethics of Church Management	D. MELÉ R. GAHL	2	12
Church and Temporal Means	C. MENDOZA	2	4
Management Foundations I (8h) & Management in Ecclesiastic Organizations (4h)	L. GIUSTINIANO L. OLIVARI	2	12
Management in Parishes and Dioceses	A. STOEPPEL	2	4
Leadership and Soft Skills Laboratory	R. DANDI P. PALAZZO	2	8
Negotiation	D. CELLUCCI	2	8
Governance Structures in the Church	F. PUIG P. WHITMORE P. MILLIGAN	2	12
Patrimonial Canon Law	J. MIÑAMBRES	2	12
Comparative Law and Economics - Financial Vatican Law	F. ANGELINI	2	12
Strategic Pastoral Planning for Parishes, Dioceses and Ecclesiastic Organizations	L. OLIVARI	2	4
Accounting for Church Institutions	A. STOEPPEL	3	16
Budgeting, Reporting and Controls	L. ZURLO	3	16
	total	30	140

TERM II

September 30, 2019 - February 7, 2020

The term is organized as follows:

- 3rd Intensive Week: September 30-October 4, 2019
- Weekly classes: One Wednesday afternoon per week and four Saturday mornings from October, 2019 to January, 2020 (Christmas weeks excluded): 4 hours per session
- 4th Intensive Week: February 3-7, 2020

September 30, 2019 - February 7, 2020		ECTS	HOURS
Crisis Management	M. KEPPEL	2	12
Economic Foundations (8h) & Management Foundations II (8h)	B. GRIFFITHS P. LECOCQ	3	16
Fundraising	P. BRACH T. BUSCH	2	12
Organization Design	R. DANDI	2	8
Church Communications & Accountability to the Faithful	C. MENDOZA	2	12
Pastoral People Management	R. DANDI	2	12
Finance & Assets Management	R. ORIANI	2	12
Real Estate Management as Stewardship	C. CIOCCA	2	12
Entrepreneurial Lab for Social Impact Projects	L. MONGELLI	2	12
Managing the Change of Ecclesiastic Organizations	F. HOFFMAN	3	16
Governance Design and Transparency in Ecclesiastic Organizations	H. SEEGER	2	12
Project Management	E. M. NENNI	2	12
	total	26	148

COURSE DESCRIPTION

TERM I

Philosophical, Theological, Canonical Foundations, and Basic Economics

- *Catholic Social Teaching & Church Management*

Prof. Schlag – 8 h

This course will address the topics of the Christian identity of Catholic institutions in a hostile environment, corruption, social (in)justice, poverty, tax morality, and just wage. It will concentrate on issues of Catholic social teaching that ecclesiastics might encounter in practice both in their own church administration and in their dealings with the guidance of the laity. We will be using real practical cases to allow us to discuss the topics mentioned in the list above as well as other issues of social ethics. Catholic social teaching is a transversal subject that affects all other fields of Church management. At the end of the course you should have the knowledge and the skills required to act according to the Church's social teaching.

- *Ecclesiology*

Prof. Goyret – 12 h

There is no sense in becoming an expert in "Church Management" if you don't know what the Church really is. For some people, the Church is a Non Profit Organization. For others, an International Peace Building Body. Still for others a cultural association promoting the arts or simply an ethical system. The way in which one conceives the Church determines the manner in which it will be managed.

The course will explain the institution, nature, and aims of the Church from a theological point of view. Because the program is addressed to all Christians, the backbone of the course is constituted by the ecclesiological article of the Creed, which is common to all. And because the program is addressed to people who are or will be involved in managing ecclesiastical assets, special attention will be given to the relations between the Church and the world.

- *Anthropology & Ethics of Church Management*

Prof. Melé / Prof. Gahl – 12h

The course will offer the principles of ethics, explaining the goods, norms, and virtues needed to manage Church organizations so as to foster human dignity, liberty, and happiness through the pursuit of virtuous practices managing Church institutions. The course is the philosophical introduction to the program and will use cases to study key issues.

- *Church and Temporal Means*

Prof. Mendoza – 4h

The Magisterium of the Church does not change, it has soundly preserved the tradition and doctrine for thousand years. The teachings of the pastors of the Church, however, are given different emphasis as a consequence of the signs of times. The temporal means that the Church uses are regulated by Canon Law (book 5) but they have today an emphasis in the attention that the pastors give them. That is due to the importance of the economic world today and also due to the need that the Church be more present in society, which is more and more an economic society. This course will help the students face the challenge that the economic world is putting to the Church and to value the many good things that the economic sphere offers to the Church. At the same time professionalism, transparency and keeping the supernatural mission of the Church are essential guidelines of our reflections.

Management Foundations I

Prof. Giustiniano – 8 h

Organizations today have to face an increasing array of choices regarding markets, locations for key activities, outsourcing and ownership modes. Thus the main objective of the course is to provide students with a managerial approach towards economic issues, offer practical tools to judge critical choices and advance sustainable solutions. Management Foundation I helps parish and/ or institutions of the church to acquire the basics of managerial and economic thinking. The module will seek answers for the following questions: What is economic value? How can I deal with efficiency and efficacy of my activity? How will I be able to achieve economic sustainability?

- *Management for Ecclesiastic Organizations*

Prof. Olivari – 4 h

This course will share a concrete case of a global ecclesiastic organization turnaround, aiming at passing from a geographically fragmented and not specialized model to a globally integrated organization (geographically, functionally, between consecrated people and lay persons). Initially we will cover the starting situation and its limits, passing to the new models of governance and organization structure, key new processes and implementation approach. During the course we will then have specific drill downs on areas such as competence center set-up and management, benefit from economy of scale, innovation management and integration / cooperation within the Church.

- *Management in Parishes and Dioceses*

Prof. Stoeppel – 4h

This course presents practical management options for the most critical issues and problems a diocese or parish faces. Students learn specific best-practices in the areas of mission, values, parish assignments of priests, the chancery-parish-school relationship, diocesan ministries, vocations, parish schedule, policy manuals, handling accusations of wrongdoing, daily calendar of a priest, diocesan credit unions, and diocesan foundations.

- Leadership and Soft Skills Laboratory*
Prof. Palazzo / Prof. Mercado / Prof. Dandi – 12 h
 The clerics have the responsibility to guide the particular community towards her specific mission in the Church. Their role requires also the ability of gaining the cooperation of other members of the community, clergy and laypersons.
 The course will provide the participants with: the basic notions and principles of the leadership (different styles, roles, etc.); the knowledge of the principal and the most important competencies that ensure an effective leadership; tools for self- assessments and for building a personal development plan based on specific behaviors required for leading roles; exercises for leading teams in a parish or other structures (e.g. health or educational structures, non profit, etc.).
- Negotiation*
Prof. Smith – 8 h
 This skill-based lab will be a highly interactive module that will give students the opportunity to learn and practice the art of effective negotiation. Students will benefit from a greater understanding of their own instinctive preferences that may help or hinder effective negotiation as well as gain the ability to observe these preferences in others. The course will seek to provide students with a guide to establishing a just and effective environment for negotiation that ensures proper stewardship of the resources entrusted to the ecclesial leader's care. Students will engage in this scenario-based experiences.
- Governance Structures in the Church*
Prof. Puig / Prof. Milligan / Prof. Whitmore – 12 h
 The course explains the organizational law of the Church. Its knowledge is necessary in order to understand the institutional setting of Church Management.
 1. Theological basis of Church governance: sacrament and canonical mission. Legal framework of Church governance: canon law and state law. Episcopal foundations of Church governance: College of bishops, Bishop, Roman Pontiff and other episcopal institutions.
 2. The ecclesiastical office as a juridical institution of pastoral functions. Functions, rights and duties regarding the office. Acquisition and loss of office as instruments of governance.
 3. Ecclesiastical colleges: mission, structure and principals of collegial governance. Collegiality and sinodality. Colleges related to economic activity. The legal difference between counsel and consent.
 4. Ecclesiastical circumscriptions structuring ministry and faithful. Diocesis as paradigm of circumscription. Legal relationships between the capital office and the parish: governance, autonomy and liability.
- Patrimonial Canon Law*
Prof. Miñambres – 12h
 The course explains the Church laws regulating the acquisition and the use of the temporal assets of the Church, the canonical controls on the administration of ecclesiastical goods, the peculiar juridical status of sacred images and places, the laws regarding the

protection of cultural goods and the responsibility of different authorities (Pope, Bishops, Superiors, Finance Officers, Councils) in dealing with the administration of ecclesiastical goods from their respective offices.

- *Comparative Law and Economics – Vatican Financial Law*

Prof. Angelini – 12h

The course will introduce students to the economic analysis of law and to a comparative knowledge of legal concepts of law in order to provide them with tools to a better understanding of different legal systems and foreign rules. The course aims also at giving an overview of the various Vatican laws regulating Church finance.

- *Strategic Pastoral Planning for Parishes, Dioceses and Ecclesiastic Organizations*

Prof. Olivari – 4 h

This course will be divided into two modules: the first one will explain the logics and the theory behind strategic planning and the second one will analyze a case to allow the audience to practice strategic planning. In the first module we will cover the following steps: Visioning, current performance and strategy assessment, current business potential evaluation, assessment of opportunities, strategic alternatives evaluation and validation of the “way forward”, detailing of selected strategy, business plan development, implementation plan, assess and adjust process, manage Performance. In the second module we will first share a concrete example and then ask the audience to divide into groups and develop a case study.

- *Accounting for Church Institutions*

Prof. Stoepfel – 16 h

The course will provide students with the principles of accounting that will enable them to analyze financial statements correctly. It will also focus on the specificity of accounting principles for ecclesiastic organizations and how to perform such analysis in the specific cases of parishes, dioceses and other kinds of ecclesiastic organizations.

- *Budgeting, Reporting and Controls*

Prof. Zurlo – 16 h

This course will teach you how to convert strategic goals established for a parish, diocese or Church apostolate into numbers in order to generate and properly deploy earthly resources needed to bear natural and supernatural fruits. You will gain a practical understanding of operating/capital budgeting and subsequent monitoring/reporting. You will develop financial control tools to protect against fraud and embezzlement. Finally, you will learn how to effectively work with your parish finance council (or governance board) to best leverage lay expertise to manage these critical functions so that you can be freed up to fulfill your ordained calling as a priest. (This course will be more enjoyable than it sounds!)

TERM II

Management and Finance

- *Crisis Management*

Prof. Keppel – 12 h

Crisis management is one of the most crucial activities that needs to be managed in the face of critical events that have the potential to seriously threaten and harm the organization, its stakeholders, or the general public.

Crisis management helps parishes and other institutions of the church to resolve crises which derive from all kinds of financial issues, e.g. liquidity issues, devaluation of assets, fraud etc. , dealing with a lack of internal procedures, uncertainty and short decision time. How does crisis management actually get done? What are the options, issues, tradeoffs, and conflicts? What stakeholder groups will be affected? How should the crisis be communicated - internally and externally? What are the critical resources to be involved in such a crisis management process? How should the crisis management process be organized?

- *Economic Foundations*

Prof. Griffiths – 8 h

The main objective of this course is to provide the analytical toolkit and the conceptual framework required for understanding and interpreting the real world from an economic perspective. The course analyzes the basic elements of modern economic theory. This is relevant for Church management because the Church is in the world and sanctifies it from within.

- *Management Foundations II*

Prof. Lecocq – 8 h

The course aims at conveying basic notions of management, its principles, and practical applications in the Church. Skills and tools are required for good organizational choices and correct managerial behavior in the Church.

- *Fundraising*

Prof. Brach / Prof. Busch – 12 h

This module is designed to introduce students to two main perspectives of fundraising: first, using fundraising as a strategic way to engage people, endorse projects and to raise the awareness regarding the relevance of some activities at the institutional level; second, presenting the main practical techniques to perform an effective fundraising.

- *Organization Design*

Prof. Dandi – 8 h

Organization design is about assigning responsibilities and coordinating activities in order to make organizations function efficiently and effectively in the interest of their stakeholders. Students will learn the main organizational models, the mechanisms which explain the functioning of an organization and how to practically setup a design process.

- *Church Communications and Accountability to the Faithful*
Prof. Mendoza – 12 h
 With all of the improvements in communications technology, the propagation of Christ's message and the communication of Church events is vastly different today than it was just a few years ago. This course aims to introduce students to the proper use of the web (i.e. social media, blogs, etc.) and how the Church's message can be communicated more effectively and completely, especially regarding economic affairs of the Church.
- *Pastoral People Management*
Prof. Dandi – 12 h
 The management of people is a critical factor for organizations serving a community, and more in general to all the kinds of stakeholders involved within the community where they are located. All aspects related to human resources (i.e., motivation, selection, appraisal) can help organizations to meet their challenges. Thus an effective people management, especially in an ecclesiastic organization, requires an awareness of some foundational aspects of organizational behavior and employee/involvee engagement.
- *Finance and Assets Management*
Prof. Oriani - 12 h
 This course will deal with the sources of funding of an organization, the relationship with banks and other financial institutions and the basic principles of investing, with a focus on ethical investing. You will understand the differences between debt and equity in funding an organization and the main types of debt you can have access to. Moreover, you will have a practical understanding of how to interact with banks and financial promoters and you will acquire the knowledge you need about financial markets and products to take more savvy investment decisions. You will also have a clearer view of the meaning and the principles of ethical investing.
- *Real Estate Management as Stewardship*
Prof. Ciocca - 12 h
 With this course you will gain a practical understanding of what a real estate portfolio is, how to manage a real estate portfolio based on an approved strategy, the risks and challenges related to these activities, how to monitor and mitigate these risks. You will be provided with tools for undertaking operation and control of properties, in order to preserve the value of the property while generating more resources for the mission of the Church. It also deals with aspects related to highest value and best use of the assets as well as to planning while repairing and maintaining the integrity of the buildings. This course integrates theories from other disciplines like accounting, finance, administration and strategic management.
- *Entrepreneurial Lab for Social Impact Projects*
Prof. Mongelli – 12 h
 The course introduces students to examples of social entrepreneurial projects aimed at addressing some of the world's social problems creatively and proactively. Topics will include innovative socially sustainable entrepreneurial models, based on public/private partnerships, blended financial models and the up-and-coming field of social entrepreneurship. Students will also learn how to deal with the essential stages needed to develop the seed of an idea towards an effective, economically sustainable and social-impact oriented project.

- *Managing the Change of Ecclesiastic Organizations*

Prof. Hoffman – 16h

Managing organizational change is one of the most difficult and ambitious challenges to deal with, especially in moments of financial stress. A wide-range of leadership skills, knowledge, and real-life experience are essential for success. Church organizations may also face the risk of mission drift, losing sight of the “one thing necessary.” Church organizations can learn much from the management experience of other successful corporations and adopt a turnaround plan by identifying problems, risks, and opportunities, and gaining a deep understanding of what business they are in. The long-term mission can only be sustained by a healthy margin. In the first place, this course will present the main criteria by which change and turnaround management should be implemented. Second, it will focus on discussing practical cases where these criteria have been applied in various Church organizations.

- *Governance Design and Transparency in Ecclesiastic Organizations*

Prof. Seegers – 12 h

Catholic ecclesiastic organizations from anywhere in the world can design its management control network (for governance) and management monitoring mechanism (for transparency) along these universal principles and practices of governance, as well as along these universal measures and means for transparency. This course examines the principles and practices of governance that are contained in ten interrelated control systems that constitute the organization’s management control network. The course also explores the measures and means of transparency that are contained along three interrelated dimensions that constitute the organization’s management monitoring mechanism.

- *Project Management*

Prof. Nenni – 12h

The main purpose of this course is to introduce students to the discipline of project management and expand on the benefits of using a project management approach to meet needs of a community. At the end of the course students will be able to start a project, organize it into manageable components, develop a comprehensive project plan, use effective tools to oversee and monitor a project, bring it to a successful completion, analyze and apply lessons from other actual projects.

Capstone Project: Facing Church Management Challenges in Impact Projects

On the basis of the managerial tools acquired during the entire master, students can perform their final paper in two fashions:

By addressing a social issue through an entrepreneurial project, which should be not profit-driven but economically sustainable.

By proposing a set of managerial solutions aimed at improving the economic sustainability and efficiency of existing Church organizations.

FACULTY



Fabio
Angelini

Comparative Law
and Economics –
Vatican Financial
Law



Phil
Brach

Fundraising



Timothy R.
Busch

Fundraising



Claudia
Ciocca

Real Estate
Management
as Stewardship





Roberto
Dandi

Leadership & Soft
Skills Laboratory
Organization
Design
Pastoral People
Management



Robert
Gahl

Anthropology
& Ethics of Church
Management



Luca
Giustiniano

Management
Foundations I



Philip
Goyret

Ecclesiology





Brian
**Griffiths of
Forestfach**

Economic
Foundations



Francis J.
Hoffman

Managing
the Change
of Ecclesiastic
Organizations



Michael F.
Keppel

Crisis Management



Pierre
Lecocq

Management
Foundations II





Domènec
Melé

Anthropology &
Ethics of Church
Management



Cristian
Mendoza

Church
Communications
and Accountability
to the Faithful

Church and
Temporal Means



Philip
Milligan

Governance
Structures
in the Church



Jesus
Miñambres

Patrimonial
Canon Law





Luca
Mongelli

Entrepreneurial Lab
for Social Impact
Projects



Elena Maria
Nenni

Project
Management



Luca
Olivari

Management
in Ecclesiastic
Organizations &
Strategic Pastoral
Planning for
Parishes, Dioceses
and Ecclesiastic
Organizations



Raffaele
Oriani

Finance & Assets
Management





Paolo
Palazzo

Leadership
and Soft Skills
Laboratory



Fernando
Puig

Governance
Structures
in the Church



Martin
Schlag

Catholic Social
Teaching & Church
Management



Harvey
Seegers

Governance Design
and Transparency
in Ecclesiastic
Organizations





Anthony
Stoepfel

Management
in Parishes and
Dioceses
Accounting
for Church
Institutions



Philip
Whitmore

Governance
Structures
in the Church



Luanne
Zurlo

Budgeting,
Reporting
and Controls



PCM TEAM

Martin Schlag, *Director*

Robert Gahl, *Vice Director*

Luca Mongelli, *Academic Dean & Managing Director*

Giovanna Buono, *Executive Assistant*

Viviana Spagnuolo, *Academic Secretary*

Alessandra Olivari, *Communications Assistant*

CONTACTS

www.pusc.it/pcm

pcm@pusc.it

Tel: +39 06 68164487

Via dei Pianellari, 41 - Rome - Italy

How to reach us:



Office Hours

Monday to Friday

10:00 am – 12:00 pm / 3:00 pm - 5:00 pm



Pontificia
Università
della
**SANTA
CROCE**



Piazza di Sant'Apollinare, 49
00186 Roma, Italy
www.pusc.it

T +39 06 681 64487
E-MAIL pcm@pusc.it
www.pusc.it/pcm