

PROGRAM OF CHURCH MANAGEMENT (PCM)

Director	Prof. Mons. Martin Schlag
Vice-Director	Rev. Prof. Robert Gahl
Managing Director	Dott. Luca Mongelli

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. 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 material assets of the Church honestly, according to Canon Law and good managerial practices in conformity with the principles of Catholic Social Teaching.

The *Program of Church Management (PCM)* is a one-year part-time program designed to be compatible with existing studies at any Pontifical University in Rome. For students who will not be in Rome the entire calendar year, it is also possible to apply for only one term, for one single Intensive Week, or any combination of the scheduled Intensive Weeks.

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

- Term 1: February 2019 – September 2019
- Term 2: September 2019 – February 2020

Each term is organized as follows:

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

The four Intensive Weeks are:

- Intensive Week 1: Ecclesiological Foundations of Church Management: February 11-15, 2019
- Intensive Week 2: Accountability in Church Management: September 16-20, 2019
- Intensive Week 3: Managerial and Economic Foundations of Church Management: September 23-27, 2019
- Intensive Week 4: Governance, Change and Project Management in Church Management: February 3-7, 2020

The classes for the *Program of Church Management* will be in English.

1. ADMISSION

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

Application deadline: December 15, 2018.

Need-based and competitive scholarships are available for the Full Program and Single Term enrollment.

To submit the application and apply for the scholarship go to the “application” section of www.pusc.it/pcm.

Students who are not able to attend the full program may apply for either One Term or one or more Intensive Weeks (40 hours of instruction).

Students who enroll for the Full Program (Two Terms) will be given precedence over students who choose One Term or Full Week.

2. STUDY PLAN

Legend

ECTS (*European Credit Transfer System*).

Each credit is equal to 25 hours of study, including hours in the classroom.

HOURS Hours per course.

The Schools of Theology, Philosophy, and Canon Law of the Pontifical University of the Holy Cross recognize ECTS credits of licentiate students who attend the entire *Program of Church Management*. These credits can be used to fulfill optional course requirements in other degree programs. In particular:

- 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 credit

First Term

FEBRUARY 11 - SEPTEMBER 20, 2019

The term is organized as follows:

- 1st Intensive Week: February 11-15, 2019
- Wednesday afternoon from February to May (Easter week excluded): 4 hours per afternoon
- 4 Saturday mornings: 4 hours per morning
- 2nd Intensive Week: September 16-20, 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
Management Foundations I (8h) & Management in Ecclesiastic Organizations (4h)	L. Giustiniano L. Olivari	2	12
Leadership and Soft Skills Laboratory	R. Dandi P. Palazzo	2	12
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	8
Accounting for Ecclesiastic Organizations	A. Stoeppel	3	16
Budgeting, Reporting and Controls	L. Zurlo	3	16

Second Term

SEPTEMBER 23, 2019 - FEBRUARY 7, 2020

The term is organized as follows:

- 3rd Intensive Week: September 23-27, 2019
- Wednesday afternoon from October 2019 to January 2020 (Christmas weeks excluded): 4 hours per afternoon
- 4 Saturday mornings: 4 hours per morning
- 4th Intensive Week: February 3-7, 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	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. Seegers	2	12
Project Management	E. M. Nenni	2	12

Final Field Work: Facing Church Management Challenges in Impact Projects

On the basis of the managerial tools acquired during the entire Program, students can perform their final project in two ways (8 ECTS):

- By addressing a social issue through an entrepreneurial project, which should be non-profit-driven but economically sustainable.
- By proposing a set of managerial solutions aimed at improving the economic sustainability and efficiency of existing Church organizations.

3. COURSE DESCRIPTION

Term 1 Philosophical, Theological, Canonical Foundations, and Basic Economics

CATHOLIC SOCIAL TEACHING & CHURCH MANAGEMENT

This course will concentrate on issues of Catholic social teaching that ecclesiastics 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 but also others 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.

Prof. Schlag - 8 h

ECCLESIOLOGY

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.

Prof. Goyret - 12 h

ANTHROPOLOGY & ETHICS OF CHURCH MANAGEMENT

The course offers the principles of ethics, explaining the goods, norms, and virtues needed to manage Church organizations. The course is the philosophical introduction to the program and will use cases to study key issues. It also deals with frequent ethical issues and dilemmas in Church management including matters regarding law, regulations, contracts and

promises; misappropriation, bribery, extortion, conflict of interests, human rights, accountability, among others.

Proff. Melé, Gahl - 12h

MANAGEMENT FOUNDATIONS I

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?

Prof. Giustiniano – 8 h

MANAGEMENT FOR ECCLESIASTIC ORGANIZATIONS

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 the economy of scale, innovation management and integration / cooperation within the Church.

Prof. Olivari – 4 h

LEADERSHIP AND SOFT SKILLS LABORATORY

Clerics have the responsibility to guide the particular community towards her specific mission in the Church. Their role also requires 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 leadership (different styles, roles, etc.); the knowledge of the principal and 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 leadership roles;

exercises for leading teams in a parish or other structures (e.g. health or educational structures, non profit, etc.).

Proff. Dandi, Palazzo - 12 h

NEGOTIATION

This skill-based lab will be a highly interactive module that will equip students with 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. Be prepared to engage in this scenario-based experience.

Prof. Cellucci - 8 h

GOVERNANCE STRUCTURES IN THE CHURCH

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. Diocese as paradigm of circumscription. Legal relationships between the capital office and the parish: governance, autonomy and liability.

Proff. Puig, Whitmore, Milligan - 12h

PATRIMONIAL CANON LAW

The course explains the Church laws regulating the acquisition and the use of the material assets of the Church, the canonical controls on the administration of ecclesiastical goods, the particular juridical status of sacred images and places, the laws regarding the protection of cultural goods and

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

Prof. Miñambres - 12h

COMPARATIVE LAW AND ECONOMICS – VATICAN FINANCIAL LAW

The course will introduce students to the economic (public and private) 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.

Prof. Angelini - 12h

STRATEGIC PASTORAL PLANNING FOR PARISHES, DIOCESES AND ECCLESIASTIC ORGANIZATIONS

This course will be divided into two modules: the first one will explain the logic 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 participants to divide into groups and develop a case study.

Prof. Olivari - 8 h

ACCOUNTING FOR ECCLESIASTIC ORGANIZATIONS

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.

Prof. Stoeppel - 16 h

BUDGETING, REPORTING AND CONTROLS

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!)

Prof. Zurlo – 16 h

Term 2 Management and Finance

CRISIS MANAGEMENT

Crisis Management is one of the most critical 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. It is necessary to understand the process of Crisis Management, what kind of methodology and tools needs to be applied in order to understand the driver of the crisis quickly and how to communicate adequately from a early point of time to ensure to be ahead of potential rumours and misinformation. To be prepared for a crisis, good managers have to learn how to deal with a lack of internal procedures, uncertainty and short decision time. Leadership is crucial to ensure that response actions are done and trust is been started to rebuild. The manager has also to know what kind of external resources to support the Crisis Management are suitable for the crisis situation. Crisis Management helps parish and/ or institutions of the church to resolve crisis which could derive from all kinds of financial issues, e.g. liquidity issues, devaluation of assets, fraud etc.. But 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 organised?

Prof. Keppel – 12 h

ECONOMIC FOUNDATIONS

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.

Prof. Griffiths - 8 h

MANAGEMENT FOUNDATIONS II

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.

Prof. Lecocq - 8 h

FUNDRAISING

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.

Prof. Brach – 12 h

ORGANIZATION DESIGN

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.

Prof. Dandi – 8 h

CHURCH COMMUNICATIONS AND ACCOUNTABILITY TO THE FAITHFUL

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.

Prof. Mendoza – 12 h

PASTORAL PEOPLE MANAGEMENT

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.

Prof. Dandi – 12h

FINANCE AND ASSETS MANAGEMENT

This course will deal with the sources of funding for 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 make more savvy investment decisions. You will also have a clearer view of the meaning and the principles of ethical investing.

Prof. Oriani - 12 h

REAL ESTATE MANAGEMENT AS STEWARDSHIP

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.

Prof. Ciocca - 12 h

ENTREPRENEURIAL LAB FOR SOCIAL IMPACT PROJECTS

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.

Prof. Mongelli – 12h

MANAGING THE CHANGE OF ECCLESIASTIC ORGANIZATIONS

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.

Prof. Hoffman – 16h

GOVERNANCE DESIGN AND TRANSPARENCY IN ECCLESIASTIC ORGANIZATIONS

Catholic ecclesiastic organizations from anywhere in the world can design their 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.

Prof. Seegers - 12 h

PROJECT MANAGEMENT

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.

Prof. Nenni – 12h