

IMPROVING THE LEADERSHIP AND MANAGEMENT SKILLS AT ALL LEVELS IN THE CHURCH



MATERIAL IN PREPARATION FOR THE 16TH ALL-AMERICAN COUNCIL LEADERSHIP AND MANAGEMENT WORKING GROUP, SEATTLE, WASHINGTON

The purpose of this “Read-Ahead” is to provide participants in the All American Council (AAC) with the benefit of the initial thinking that has been done to date on this important issue in the life of the Church. It is meant as **STARTING POINT FOR YOUR OWN DISCUSSIONS AND DELIBERATIONS** and does not represent *official* Church positions. Please feel free to add to, modify, take away, correct, or challenge any of the ideas in here. It is through your collective inputs and the guidance of the Holy Spirit that we will be able to discern the best path forward in this area for the life of the Church during the next decade.

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1. BACKGROUND

The Strategic Plan for the Orthodox Church in America is a guide to help the Church in better fulfilling its mission in North America. The Leadership and Management Skills Training Working Group came together to address one of the weaknesses identified in the initial Strategic Plan Document – “Lack of unified, dynamic and effective leadership. Lack of leadership and management skills at all levels of the Church resulting in isolation, disjointed work, lack of accountability, and no unified and energizing vision.” This resulted in one of the ten top level goals which was identified as “Improve the leadership and management skills at all levels in the Church”.

So, how do leadership and management skills relate to the members in a parish or working in and with others at the diocesan and Church-wide levels? Many of the skills being referred to are simply skills that all Church members already use in their everyday lives managing their daily activities, their home finances, and at their jobs. Skills like time management, project management, effective communication, conflict resolution, and personal finance are some of the things that everyone can learn to improve on, and which can have a positive impact on our church life experiences. Let’s look at a few examples below to help illustrate the potential relationship between this particular goal, its objectives, and real life activities within the Church.

- 1) There are numerous meetings held at all levels within the Church such as Parish Council, Stewardship Committee, Ladies Auxiliary, Building Committee, Department of Religious Education, Metropolitan Council, and Holy Synod, just to name a few. Planning for and facilitating a meeting effectively are skills that can always be improved upon. With enhanced skill sets in this area, questions like: “Why do these meetings last so long?” “Why do we have so many meetings discussing the same topic but never actually get anything done?” or “Why do I need to come to this meeting when the same people always talk and others never get a chance to share ideas?” can be reduced or eliminated.
- 2) Creating an annual budget or running a Building Project needs a certain amount of coordination and follow up as well as having an understanding of and ability to keep track of the finances. In addition, there are positions at the parish level, for example, like the Treasurer and members of the Audit Committee where a certain level of skills in accounting and/or auditing would be helpful. There is a need to have individuals fill these positions and carry out the necessary responsibilities completely. But, what if the parish does not have anyone that has this skill set or does not have very much experience in performing these tasks? Without qualified resources or opportunities to help create qualified resources, managing these roles within the Church including the parish level can be a challenge and can leave the Church open to various risks and loss. Having written policies and procedures available could prove to be invaluable in providing the necessary guidance in accomplishing the requirements in this area.
- 3) There are a variety of committees or organizations that are engaged in various aspects of Church life. While knowing what to do if you are a “leader” of one of these groups is important, it is just as important to know what to do if your role is to be a member of a committee or other group. For example, if you are a Parish Council member or a Ladies Group member, do you know what is expected of you? Do you know how best to go about

performing your duties? Are there any guidelines to help you determine what to do? Providing information about the activities/functions at the parish, diocese, or even the entire territorial Church levels and having opportunities for individuals to learn more about them will help to increase participation throughout the Church.

- 4) Bishops and Parish Priests are leaders by the nature of their position in the body of Christ. The effectiveness of their leadership in the Diocese or Parish is greatly affected by their personal leadership and management skills. The Church would respond better to challenges and be more proactive in achieving its mission with better-equipped leaders.

Working together within the Church requires all of us to be prepared in different ways. In effect, the purpose of this objective is not to change *what* we do, as members of the Body of Christ, but rather provide training and other resources so that we can do what we need to do better and more efficiently, being good stewards of the limited resources available. In addition, it will hopefully open the door to allow more parishioners to become active participants because they will feel better equipped to complete the tasks set before them. The ultimate goal is to provide members at all levels within the Church with the necessary tools and resources to most effectively accomplish the work of Christ in His Holy Church.

The following section lists the draft goals/objectives and the action plans on how to accomplish them as set forth by the Leadership and Management Skills Training Working Group.

2. SUMMARY OF THE WORKING GROUP'S PROPOSED STEPS FORWARD

Leadership and management skills are critical to the good stewardship of the household of the Church be it a bishop leading his diocese, a priest his parish, or a lay person his or her particular ministry. While some individuals may possess these skills in both innate and learned capacities, most would benefit from access to various processes, tools, and training materials.

There actually exists a wealth of leadership and management training materials, courses and efforts within the Chancery, its dioceses and seminaries – as well as in other Orthodox jurisdictions and other Christian and non-Christian institutions. However there is no consistency in the offerings of training and resources across the Orthodox Church in America. In addition, criticism of past efforts have included phrases like “too much theory, too little praxis”, “too corporate, we’re not a business”, “out of date fads”, and that these “practices are not modeled by those in authority nor expected from those under authority”. There has also been positive feedback on certain aspects of leadership and management skills training in the Orthodox Church in America that we should capitalize on. These include: peer mentoring (e.g. between bishops, between priests, between lay leaders); parish assignments and internships for seminarians and the suggestion to offer similar ‘training experiences’ to future potential bishops, chancellors, abbots, deans, etc.; the desire for seminaries to be more regularly involved in the continuing education of *current* bishops, chancellors, priests, lay leaders, etc. and the desire to use existing gatherings of clergy and laity

(e.g. deanery meetings, diocesan assemblies, All American Councils) for continuing education and training of clergy and laity.

After considering all these inputs, we propose the following objectives to improve leadership and management skills at all levels of the Church. We believe they will assist our leaders, from bishops to lay leaders, in guiding our members, managing our Church life and presenting and realizing a unified and energized vision. The objectives as laid out are intended to be performed in a sequential order so that the information gathered at each step will lay the foundation for the steps that follow.

Objective #1 – DEFINE “LEADERSHIP” AND “MANAGEMENT” TERMS WITHIN AN ORTHODOX CHRISTIAN CONTEXT:

- Gather commonly used definitions of the terms “leadership” and “management” from various sources both within and outside the Church (e.g. Oriented Leadership¹, Harvard Business School, Stephen R. Covey books, etc.)
- Describe the types of skill sets that commonly fall within each of the terms “leadership” and “management”
- Adopt one definition for “leadership” and one definition for “management” to be used in the Orthodox Christian context in order to promote a common vocabulary that would be used in future materials and communication
- Adopt a list of skills that fall within each term of “leadership” and “management” that would be relevant to Church life at each level (i.e. Chancery, diocese, parish; hierarchs, clergy, laity)

Objective #2 – ASSEMBLE EXISTING LEADERSHIP AND MANAGEMENT SKILLS TRAINING RESOURCES:

- Gather relevant L&M skills training materials from throughout the OCA (e.g. websites, course syllabus, manuals, forms and templates, PowerPoint presentations and meetings agendas, etc.)
- Gather exemplar processes and best practices examples from throughout the OCA through inquiries of bishops and deans as well as review of the OCA Resource Handbook
- Gather similar materials and examples from other Orthodox jurisdictions as well as from other Christian denominations and universities, as appropriate

Objective #3 – IDENTIFY GAPS IN AVAILABLE TRAINING RESOURCES:

- Compile a report of both L&M skills training materials as well as exemplar processes and best practices examples
- Compare these against the list of skill sets identified in Objective #1 and perform a gap analysis to determine if any additional materials need to be researched or developed
- Create a Summary Report of the work accomplished from Objectives #1 - #3 to include: definitions of terms for both “leadership” and “management”; the list of skill sets required that fall within each category; a summary of the available L&M skills training materials; a list of exemplar processes and best practices examples; and, a gap analysis document

¹ <http://www.liturgica.com/cart/bookInfo.jsp?catNo=BL001>

Objective #4 - SEEK EPISCOPAL APPROVAL AND DIRECTION:

- Present the Summary Report to the Holy Synod
- Holy Synod will review, adjust as required, and approve the final terminology, definitions, the training resources analysis, and identify and empower a Working Group to complete the remaining objectives

Objective #5 – DEVELOP AN OCA LEADERSHIP AND MANAGEMENT SKILLS TRAINING PLAN:

- Develop a centralized repository that will house the L&M Skills Training materials and exemplar/best practices resources
- Select the most effective training materials, exemplar processes and best practices examples (manuals, forms, methods, procedures, etc.) to be offered throughout the OCA
- Determine appropriate delivery methods (e.g. in person training classes, electronic webinars or online seminars, printed materials such as newsletters, manuals, seminary courses, mentoring opportunities, pastoral internships, etc.) to disseminate the various L&M skills training programs balancing both cost effectiveness and optimum educational benefit
- Develop an assessment tool to help determine individual and group training needs and assist in the selection of appropriate training from the materials and methods
- Create an evaluation tool which will gather feedback on specific training classes or exemplar opportunity presentations and individuals' skill level growth to measure the effectiveness of the L& M Skills Training Plan over time
- Conduct a feasibility study to determine types of administrative functions (financial, internal auditing, website development and upkeep, treasury, newsletter and bulletin preparation, etc.) that could be consolidated and/or “outsourced” to a centralized professional or skilled volunteer while still having each diocese and/or parish retain the authority and responsibilities proper to it. This could facilitate synergies of talent while minimizing duplication of cost and effort
- Create a Communication Plan that lists the steps to be followed for introducing the L&M Skills Training Plan throughout the OCA

Objective #6 - SEEK EPISCOPAL APPROVAL AND DIRECTION:

- Present the OCA L&M Skills Training Plan to the Holy Synod to obtain a blessing for implementation

Objective #7 – COMMUNICATE AND DISSEMINATE THE LEADERSHIP AND MANAGEMENT SKILLS TRAINING PLAN

- Follow the steps outlined in the Communication Plan
- Implement the L&M Skills Training Plan working with individual Diocesan Bishops to meet the needs of their dioceses

Resources to accomplish these objectives would consist of faithful individuals from all levels of the Church who have expertise in leadership, management, finance, training, and technology. Working together as one group would minimize duplication of effort and allow for consideration of the broadest spectrum of available materials, resources, and tools. Once the group is established, a project plan with detail dates and milestones would need to be set with regular updates on

accomplishments being reported to the Holy Synod. Other Working Groups with similar “training” related goals could be consolidated together so that analysis on a centralized repository of resources and cost-effective delivery systems, and evaluation tools and methods would be done as one effort. Once the Plan is rolled out, Diocesan Bishops, in concert with their deans, might create an annual training plan of topics and /or types of training to be offered within their diocese at the deanery and/or parish levels to provide ample opportunities for parish participation. The consolidated training plans of all dioceses could then be reviewed by the Holy Synod to determine appropriate training that could be provided.

3. NOW IT IS YOUR TURN TO INPUT

The preceding sections have given you some initial thoughts on how to address what the Strategic Planning Committee saw as a need for leadership and management skills training for Church leaders. Now it will be your turn to help revise, modify, refine this goal and the top level steps toward actualizing it. During the AAC you will participate in two three-hour Breakout Sessions focused on this Goal. Breakout Session I will focus on what the Church as a whole (parish, deanery, diocese, Church-wide all together) should do. Breakout Session II will focus on the specific programs/projects you and your colleagues in the room, networked together could do to advance this goal.

During Breakout Session I, you and your colleagues will be asked :

1. What are the most critical things that need to be done by the Church as a whole to achieve this goal?
2. To list up to four specific objectives/initiatives for achieving the goal.

During the second Breakout Session, you and your colleagues will focus on specific action steps (concrete projects or programs) that you and your colleagues, connected together in networks, can do to actualize the objectives identified in Breakout Session I. Specifically you will be asked to:

1. List up to five specific programs and/or projects that we in this group should commit ourselves to. You will be asked to consider the answers with the context of “What *could* we do with the Lord’s help? What is “impossible with men but *possible with God*”?”
2. For each program/project list the specifics of the program/project, i.e. what it will achieve, how will it be achieved, and what people need to be involved.

In preparing for these discussions, you might want to consider the questions below to help you organize your thought on this subject:

1. What specific areas within the Parish, Diocese, and/or Central Church Administration do you see as needing leadership and/or management skills improvement?
2. How do you envision the Parish, Diocese, and/or Central Church Administration operating if leadership and management skills were improved?

3. What steps are needed to bring about the changes in leadership and management skills that would be required to bring about the future state that you have envisioned in question 2?
4. Do you know of training materials that have not been listed in Appendix A that would be relevant for use in teaching leadership and management skills in the Church context?

4. APPENDIX A

Internal and External Training Material Resources

A cursory review of existing materials and resources related to leadership and management skills training in the OCA and beyond. A more comprehensive survey of already existing resources and initiatives should be undertaken prior to deciding on a course of training in these areas. There may be no need to reinvent the wheel.

- Past All-American Councils (AACs)
 - 1999 – 12th AAC – Church-Wide Initiatives
 - “Expansion of Church Growth and Evangelism Activities”²
 - “Parish Education Programs”³
 - “Pastoral Continuing Education Seminars”⁴
 - “Seminarian Summer Internship Programs”⁵
 - “Expansion of Witness and Communication Ministries”⁶
 - 2002 – 13th AAC
 - A follow-up resolution from the 13th AAC supporting the continuance of the Seminarian Internship program (page 6 of the Resolutions pdf)⁷
- OCA Diocese of the Midwest
 - "Discovering Parish Core Values: Foundation for Living a Life in Christ" (webinar)
 - "A Parish Health Inventory Model"⁸
 - "A Checklist For Better Meetings"⁹
 - "Revamping Parish Councils -- and Parish Council Meetings"¹⁰
 - "Reorganizing Parish Ministries" from Holy Trinity parish Overland Park, KS¹¹
 - "Mystery Worshipper" to get honest feedback from strangers or visitors¹²
 - Parish Financial Best Practices Manual¹³
- Books, Articles, Manuals, etc.
 - Michael McKibbin, *Orthodox Christian Meetings*
 - B. Williams & M. McKibben, *Oriented Leadership: Why Every Christian Needs It*¹⁴
 - Aubrey Malphurs, *Advanced Strategic Planning: A New Model for Church and Ministry Leaders*

² <http://www.oca.org/PDF/12thAAC/churchwideproposals/churchgrowth.pdf>

³ <http://www.oca.org/PDF/12thAAC/churchwideproposals/parisheducation.pdf>

⁴ <http://www.oca.org/PDF/12thAAC/churchwideproposals/pastoralseminars.pdf>

⁵ <http://www.oca.org/PDF/12thAAC/churchwideproposals/seminarian.pdf>

⁶ <http://www.oca.org/PDF/12thAAC/churchwideproposals/witness.pdf>

⁷ <http://www.oca.org/PDF/13thAAC/minutes/resolutions.pdf>

⁸ <http://www.midwestdiocese.org/files/Parish%20Health/Inventory%20Docs/FocusareaV1final.pdf>

⁹ <http://midwestdiocese.org/meetings.html>

¹⁰ <http://www.midwestdiocese.org/parishhealth.html>

¹¹ <http://www.midwestdiocese.org/reorganizeministries.html>

¹² <http://midwestdiocese.org/files/Parish%20Health/Mysteryworshipper.pdf>

¹³ <http://midwestdiocese.org/files/Parish%20Health/HTOOverlandPKBestPractice.doc>

¹⁴ <http://www.liturgica.com/cart/bookInfo.jsp?catNo=BL001>

- Protodeacon Peter Danilchick, *Thy Will Be Done: Strategic Leadership and Management for Churches and Religious Organizations* (unpublished)
- “Best Practices, Principles and Policies for Financial Accountability” (OCA; June 12-13, 2007)¹⁵
- “The Conciliar Structures of the Orthodox Church in America: A Time of Crisis and Opportunity: Part II” by His Beatitude, Metropolitan Jonah¹⁶
- Episcopacy, Primacy, and the Mother Churches: A Monastic Perspective by Abbot Jonah (Paffhausen)¹⁷
- Fr. Hyacinthe Destivelle’s SVS Summer Conference (2009) presentation on the Moscow Sobor of 1917-18 (available as an Ancient Faith Radio podcast¹⁸) and his *Le Concile de Moscou (1917-1918): La Creation des Institutions Conciliaires de l’Eglise Orthodoxe Russe* (Les Editions du Cerf, 2006). At the SVS Conference, this book was described as the definitive, magisterial study of the Moscow Sobor of 1917-18. A review of the practical aspects of leadership and management at this Sobor may be helpful.
- Adam DeVille, *Orthodoxy and the Roman Papacy: Ut Unum Sint and the Prospects of East-West Unity* (University of Notre Dame Press, 2011).¹⁹ The only pertinent issue to the SPC is the author’s survey of “how Orthodox patriarchates function and are structured”. It has been suggested that instead of the Russian model of administration and governance, the OCA should take the example of the Orthodox Church of the Czech Lands and Slovakia as a potential pattern.
- Seminaries
 - OCA Seminaries
 - Courses in Parish Administration, Pastoral Theology, etc.
 - Courses have provided a range of content from simply reviewing the OCA statute to practical role-playing related to parish life, e.g., running a parish council or annual meeting, handling a budget deficit, confession, building a new parish/hall/nursing home, etc.
 - Library materials available at SVOTS.edu via the “ATLA Religion Database with ATLASeries(Access for Alumni)”²⁰
 - Periodicals, books, reviews, etc. related to ‘Church Management’ (163 hits), ‘Leadership - Religious Aspects’ (65 hits), etc.
 - Parish Assignments and Internships
 - It is unclear whether these are paid, full-time roles during the summer or not, or whether we were only so in the past.
 - Were ‘vicarage’, ‘on the job training’ years common in the past but discontinued due to cost?
 - In Lutheran seminaries, the third year of a four-year seminary program is spent in a parish full-time under the guidance of a senior minister.
 - Continuing Education courses.

¹⁵ http://www.oca.org/PDF/finances/Best_Practices_Policy_v1.01.pdf

¹⁶ <http://www.oca.org/jonah-2009-0409.html>

¹⁷ http://docs.google.com/viewer?a=v&q=cache:8rnXFZ2-adIJ:www.oca.org/PDF/metropolitan-jonah/MJ.Episcopacy_Primary_Mother%2520Churches.pdf+leadership&hl=en&gl=us&pid=bl&srcid=ADGEESiWGqPhcwwpkfhECKpJlc40oogOB_r4wrn7abUQZDAkaE5CejYLzu8H_E-fJzf03LkBdZe6OwpUuqDrxEKr0_GAdpcjMZBfLNk7cUCbE_bhTPuE7PAEjWCVEBTViKQaWeOavZl4A&sig=AHIEtbSfRarS2BFWm_CoOg-ngofWavGp9g

¹⁸ http://audio.ancientfaith.com/specials/stvlads09/hiacynthe_2009-06-19.mp3

¹⁹ http://www.amazon.com/Orthodoxy-Roman-Papacy-Prospects-East-West/dp/0268026076?ie=UTF8&tag=eastern-20&link_code=btl&camp=213689&creative=392969

²⁰ <http://www.svots.edu/academics/library>

- Not much interest in signing up for these courses.
 - Holy Cross School of Theology (GOA)
 - Courses in Parish Administration and Pastoral Care (dealing with leadership within a parish) taught by Fr. Nicholas Triantafilou (President) and Dr. Philip Mamalakis; as well as Field Ed courses.
 - See the Holy Cross Course Catalog²¹: specifically, see page 30 for the GOA MDiv course guide and page 41-49 for the course descriptions.
- Other Orthodox Jurisdictions
 - Greek Orthodox Archdiocese of America
 - GOA's “Archdiocesan Regulations”, “Uniform Metropolis Regulations” and “*Uniform Parish Regulations*”²²
 - Official, standard operating manual for these levels of church administration.
 - The Metropolis of Boston is supposed to have one of the best organized continuing education programs for its clergy within the GOA.
 - Courses are conducted during annual, week-long clergy retreats and are often taught by faculty from the seminary and Hellenic College.
 - <http://goarch.org/archdiocese/departments/parishdevelopment>
 - Office of Parish Development - Services Offered:
 - Strategic Planning – a management tool
 - Expanding Stewardship – helping to assess current practice and offering new techniques
 - Capital Campaign process – assist in implementing a strategy
 - Planned Giving & Parish Endowments – coaching parish leadership
 - Seeking Grants for Parish programs – offers guidance on how to obtain funding
 - for special types of projects
 - Other fundraising guidance – Clergy and lay leadership can ask for professional opinions and advice
 - Various Grant Opportunities
 - Worship Renewal Grants Program
 - Grants for Maintenance and Growth of Orthodox Christian Church throughout the world
 - National Clergy Renewal Programs
 - Official Documents
 - <http://goarch.org/archdiocese/documents>
 - Official Text of the Charter
 - Uniform Parish Regulations
 - Dispute Resolution Procedures
 - Sexual Misconduct Policy
 - Special Regulations
- Antiochian Archdiocese
 - http://www.antiochian.org/parish_resources
 - Resources for Parish Councils

²¹ <http://www.hchc.edu/assets/files/Catalogues/HolyCrossCatalog2010.pdf>

²² <http://www.goarch.org/archdiocese/documents/pdf/2007-Regulations-Amended.pdf>

- A Parish Council Guidebook
 - A 52-Week Parish Member Giving Campaign
 - Bishop JOSEPH's Comments on Parish Councils
 - Diocese of Toledo Parish Council Guidelines
 - Financial Precautions for Churches
 - Articles & Resources
 - A Vision for Orthodox Christian Parish Life
 - <http://www.antiochian.org/midwest>
 - Necessity for Parish Council Workshops
 - What a Priest expects of a Parish Council
 - Parish Member Guide
 - Parish Council Eligibility Requirements
 - Accounting Policies and Procedures
 - Financial Review Committee Procedures
 - Archpastoral Parish Council Directive
 - <http://www.antiochian.org/DOWAMA>
 - Documentation and Policies for Clergy
 - Archdiocese two Signature Policy
 - Archpastoral Directive – Church School
- ROCOR
 - <http://www.russianorthodoxchurch.ws/english/pages/regulations/regulations.html>
 - Regulations of ROCOR
 - Regulations for Deaneries and Deans
- University
 - Degrees and continuing education courses in Church Administration
 - Metropolitan Jonah's cell attendant, Monk Gregory (Stevens), is currently taking a course in Church administration at Villanova.
 - "Villanova's Master of Science in Church Management (M.S.C.M) degree is offered entirely online. This program is a two-year plan of study designed primarily to produce leaders within the Catholic church. The program emphasizes faith-based church leadership along with foundational business skills."
 - Boston College – a dual degree program offered by the BC Carroll School of Management that results in a Master of Business Administration (MBA) and a Master of Pastoral Ministry degree that emphasizes church administration.
 - Top 10 Nonprofit Management graduate degree programs in the US²³
 - Indiana University-Bloomington, Bloomington, IN
 - Syracuse University, Syracuse, NY
 - Indiana University-Purdue University-Indianapolis, Indianapolis, IN
 - Harvard University, Cambridge, MA
 - University of Washington, Seattle, WA
 - University of Minnesota-Twin Cities, Minneapolis, MN
 - University of Southern California, Los Angeles, CA
 - Johns Hopkins University, Baltimore, MD
 - New York University, New York, NY
 - University of Utah, Salt Lake City, UT
- Specialists

²³ <http://rankings.usnews.com/best-graduate-schools/top-public-affairs-schools/nonprofit-management-rankings>

- “Orthodox Christian Online Education Conference” hosted by Illumination Learning²⁴
- Orthodox Christians working in non-profit management or philanthropy, and the like.
 - By Protodeacon Peter Danilchick
 - “Envisioning the Future – Today: Strategic Planning for the Church”
 - “Focus on the Future: A Parish Life Strategy Seminar”
 - “How to Develop a Strategic Plan”
 - “Church Leadership Principles”
 - “Leadership Team Relationships”
- Andy Morriss is a law professor who has offered to teach a class that would develop a legal desk reference for the OCA.
 - Andrew P. Morriss is a Professor of Law and Business at the University of Illinois College of Law.
 - He is also a Research Fellow of the NYU Center for Labor and Employment Law, a
 - Senior Fellow at the Property and Environment Research Center, Bozeman, Montana; a
 - Senior Scholar at the Mercatus Center at George Mason University; and a
 - regular visiting professor at Universidad Francisco Marroquín in Guatemala.
 - Professor Morriss is a Senior Fellow for the Houston-based Institute for Energy Research (IER), which conducts historical research and evaluates public policies in the oil, gas, coal and electricity markets.
 - He is the author or coauthor of over 50 book chapters and articles on environmental law, regulatory policy, and employment law as well as a coauthor (with Bruce Yandle and Andrew Dorchak) of *Regulation by Litigation* (Yale University Press, 2008) and coeditor (with Gerald Korngold) of *Property Stories* (Foundation Press, 2009).
- Andy Morriss has suggested consultants who might be of help. He recommended three people.
 - Fr Charles Nall, an Anglo-Catholic priest in the Washington DC area. Fr Charles has run things from chaplains corps to secular entities. He is an attorney and a retired Naval Intelligence officer.
 - Susan Dudley was the head of the Office of Information and Regulatory Affairs (OIRA) for the last 2 years of the Bush administration. She has a management degree from MIT and has run assorted entities since. She's a genius at process. She's not religious but is a wonderful person. She now runs a center on public policy at George Washington University.
 - Virginia Vermillion Hennessey. She was a high powered insurance defense lawyer, running complex cases, and then stopped to have kids. She's been dean of students for a long time at University of Illinois and could draft a policy manual to cover any situation.
- John Couretas is a Greek Orthodox Christian who works for the Acton Institute in Grand Rapids, MI. Acton is a think tank that is concerned with law, economics, religion, ethics and the free market.

²⁴ <http://www.orthodoxconference.com/Conference/Home.html>

- Though founded by Roman Catholic, they are broadly ecumenical and interfaith, and they are interested in working more with the Orthodox Church both here and overseas.
 - Metropolitan Jonah is speaking for them in June on consumerism and the ascetical life.
- Corporate
 - General Electric’s “Change Acceleration Process” (CAP)²⁵
- Seminars
 - “Principles of Christian Leadership” by Academy Leadership²⁶

²⁵ <http://bvonderlinn.wordpress.com/2009/01/25/overview-of-ges-change-acceleration-process-cap/>

²⁶ <http://docs.google.com/viewer?a=v&q=cache:rK3zncTK6CQJ:www.oca.org/PDF/13thAAC/postaacdocuments/ExploringChristianLeadershipAsPresented.pdf+leadership&hl=en&gl=us&pid=bl&srcid=ADGEESgxqmv2pTCjmg4dhtpw8AGThU9Foklw4HZfCYCiUZQ3wSUXNhztmGVKVKzesHeYfbyhFsVVJoNxGeZNRSmhkgPjDU6U38yCSBdmX7iDcFxbTP-J8N05ynMN53JzFC07FdmPCX&sig=AHIEtbQX1kxm7C9nw0MgGGijZjlcK0V0Tg&pli=1>