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# OVERVIEW OF ACTIVITIES AND ACCOMPLISHMENTS

## Panel

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*Ms. Kerry A. Robinson*

*(Moderator)*

*Mr. Geoffrey T. Boisi*

*Ms. Susan King*

*Lt. Gen. (ret.) James M. Dubik*

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### **Ms. Kerry A. Robinson**

There are two primary purposes for holding this annual gathering. The first is to provide an account of the activity and accomplishments of the Leadership Roundtable since we last gathered one year ago. This is not simply to demonstrate the pride that we feel, or to mention the hard work, dedication, and intelligence with which we have labored to serve the Church and strengthen her temporal affairs. It's also intended to elicit your strategic feedback. We're looking to you, our members and experts, for guidance on how we can take the work of the Roundtable to the next level, and to ensure that we are even more effective in making a valuable and relevant contribution to the Church. We want this conference to be very highly interactive. I encourage you to offer us your wisdom and insight throughout our time together.

The second purpose is to examine a specific theme relating to the temporal affairs of the Church. As you know, there are three core areas of Leadership Roundtable focus: management, finance, and human resource development. We don't engage in any of the issues that tend to divide and separate Catholics. Rather, we focus solely on the area of our competency and expertise: the temporal affairs of the Church. We do so as devout Catholics who love the Church and believe that a well-managed, financially transparent, and accountable Church with best practices in human resource development will carry out her mission much more effectively.

Each time we have gathered and illuminated a particular temporal aspect, we have noted that communication is interwoven throughout all three of our core aspects. Therefore, we thought it very appropriate to devote this conference to the broad theme of communication.

Before introducing my fellow members of the Board, who will offer an account of the Leadership Roundtable's work over the last year, I would like to welcome a contingent of special guests who have come from the United Kingdom. Bishop John Arnold, the Auxiliary Bishop of Westminster, and his colleagues are here from England. They are particularly interested in learning about the model of the Leadership Roundtable. I offer our distinguished guests a very warm welcome and thank you for being here.

I now have the privilege of introducing Geoffrey Boisi. He is the founding chairman of the Leadership Roundtable. His outstanding vision and commitment to contribute concretely to the Church have been the inspiration for the creation and the success of this organization. He has had an illustrious career in finance, having served as senior general partner of Goldman Sachs, founding chairman and senior partner of the Beacon Group, vice chairman of JPMorgan Chase, co-CEO of J.P. Morgan, and now chairman and chief executive officer of Roundtable Investment Partners. As chairman of the Roundtable, Geoff has devoted extraordinary hours of attention and expertise, never missing a single day of our weekly meetings in four years.

Susan King is vice president for external affairs at the Carnegie Corporation of New York. During her years as a journalist, Susan was a Washington television anchor and political analyst. Susan is chairwoman of the Roundtable's communications committee and has worked diligently and expertly with our colleague, Michael Brough, to elevate the Roundtable's visibility.

Lt. Gen. (ret.) Jim Dubik joined the staff of the Leadership Roundtable after relinquishing command of the Multi-National Security Transition Command-Iraq and NATO Training Mission-Iraq in July of 2008. He retired after 37 years of active duty in the U.S. Army. His dedication to the Church and to the work of the Roundtable has been nothing less than exceptional.

I now invite our speakers to present an overview of the Roundtable's accomplishments and projects during the past year.

### **Mr. Geoffrey T. Boisi**

I would first like to acknowledge the leadership of Kerry Robinson and the staff for all the work that you will soon hear about. They have performed very well, not only over the last year, but during the last four years. We and our Church owe them a tremendous debt of gratitude.

My appointed task is to talk about four projects that we've been actively involved in over the past year.



Geoffrey Boisi

We have made it a priority to meet with the leadership of the United States Conference of Catholic Bishops (USCCB) a few times each year to keep them abreast of our work, and also to seek their counsel and advice, and to receive an update on their ongoing priorities.

Last winter, Kerry and I were privileged to visit with Cardinal Francis George, President of the USCCB. As a country, we were then in the early stages of a deepening recession. At that point we didn't know whether it would evolve into a depression or not. One thing Cardinal George asked us to do was to convene a forum on the financial crisis and the impact it was to have on the Church in the United States. Cardinal George sent out a letter to all of the bishops inviting them to the meeting. We were honored, because part of our mission is to bring together leaders from various sectors to focus on critical issues.

On April 30th, we brought together seven leaders from different areas of the financial community, among them Larry Bossidy, the former CEO of Honeywell and vice-chairman of General Electric, who was with us last year and who has written the book, literally, on execution—the art of getting things done. Among his other responsibilities, Larry has been chief of GE Credit, which has served as an important resource here in the United States on a number of critical financial matters. We were joined by Tom Healey, former assistant undersecretary of the U.S. Treasury and a partner at Goldman Sachs. We also hosted Dennis Cronin, one of the country's leading reorganization and bankruptcy lawyers, from Vincent and Elkins. Fred Gluck was present, whom many of you know as former CEO of McKinsey & Company. And we had the honor of Chuck Clough from Merrill Lynch, a permanent deacon and 12-time leading institutional investor strategist of the year on Wall Street. The team was rounded out by Sergio Rebello, the head of the finance department at the Kellogg School, and finally by me.

The meeting's first order of business was the economic situation itself: its causes, the government's response and its effectiveness, the most realistic outlooks over time, worst-case scenarios, duration, and the long-term potential impact on the social contract seen in programs such as Social Security and Medicare.

The second part of the program addressed crafting the Church's response: developing a strategy for and identifying the ingredients of a successful response to protect her own financial solvency, adopting and implementing standards of excellence for both offensive and defensive purposes, creating cash flow through optimizing the income statement, and protecting and creatively utilizing the balance sheet, especially with respect to real estate assets. We also discussed related legal considerations, and the pitfalls and myths that often surround them.

The third and final section was on investing for the future: the state of the current investment markets and future projections, identifying objectives, considering issues related to endowment, protecting against inflation, rebound opportunities, and a thorough treatment of the investing process at national, regional, diocesan, and parish levels.

This was a very robust discussion on very practical things related to protecting capital and investments and moving ahead into the future intelligently. Some very concrete proposals emerged.

The first proposal concerned taking advantage of economies of scale for the Church at the national level. The second, as I've mentioned, dealt with developing an intelligent investment strategy for the Church in the United States at all levels. There was also fruitful discussion about legal, audit, and protection matters. In addition, we had a good discussion on communication, which in turn served to inform the agenda for this conference.

A very good group of people came to Chicago that day. We're very proud that we were asked to serve the bishops. I'm confident that we demonstrated to the leadership of the USCCB that we can bring influential and thoughtful leaders together on important topics of mutual interest. We hope that they will not hesitate to call upon us in a regular fashion for assistance on any temporal issue.

The second project that I would like to comment on is our consulting services. We've appointed a new director, Michael Costigan, to lead our consultancy efforts and mobilize a pool of very talented consultants created to respond to the increasing demands for our services throughout the Church. We have now either completed or are working on 18 consulting projects, and each month more come in. These projects range from things that you've heard about before, like the redesign of an archdiocesan school system and the development of a fundraising strategy for dioceses and parishes, to doing homework on the demographic changes in an archdiocese to forecast the appropriate structural responses, and a complete review of the managerial organization for one of the religious orders of priests and brothers in the United States.

We're looking forward to continuing to offer our services at the diocesan and parish levels, and also to Catholic nonprofits throughout the United States. Our consultancy initiatives are the result of an incredible effort on the part of a spectacular group of people and volunteers in an area that is growing quite dramatically.

The third project I would like to mention concerns the repeated requests over the last several years to develop a program to educate new pastors. Under the extraordinary leadership of Tom Healy and Fr. Paul Holmes of the Archdiocese of Newark, and in conjunction with Seton Hall University, the Leadership Roundtable has been working on an innovative program designed to help equip new pastors for some of the complex challenges that they will face in the area of temporal affairs. We've developed a six-day course on pastoral leadership, planning, community building, stewardship, and other important topics. We call it "Pastors for a New Millennium: A Toolbox for Parochial Management." It has been close to a year in the development. We're kicking off the first session next month. We think this will be a very exciting program that we can take across the country.

The last project I would like to mention concerns a young adult leadership project that we've advanced together with the St. Thomas More Catholic Center at Yale University. Fr. Bob Beloin and Kerry Robinson have both exhibited great leadership in the project. The project aims to identify committed, young adult Catholics and train, encourage, and support them in their baptismal call to use their gifts and talents in service to the Church. Ninety percent of Catholic youth in the United States are educated in secular institutions. Together with Catholic universities and Newman Centers already committed to working with our Catholic young men and women, we want to develop a curriculum, for young adults at secular universities across the United States, of practical edu-

cation geared to service both during their time as students and when higher education ends. We're very excited about the potential of this project.

### Ms. Susan King

I would also like to present four things.

If you looked at your BlackBerry last night, you noticed that Kerry Robinson sent you something very late in the evening. You may have wondered what the problem was. You may not have known that everyone in the membership as well as the invited guests here today received a message letting us know to watch out for the Roundtable on Twitter, Flickr, YouTube, Facebook, and LinkedIn. Kerry and the Roundtable staff have gotten completely ahead of the curve in the electronic community. For example, the keynote speeches today will be on YouTube. People outside of this conference will be able to watch them.



Susan King

This is the electronic age, which is also to say that the age of spin is over. The 1990s were all about spin. In this age of the Internet, spin is out. Authenticity is what it's all about, and that is the great opportunity for the Roundtable, because there is an authenticity to the organization that is powerful and has a proven track record that is evident in all of its accomplishments just this year.

I would like to outline the progress that's been made in the area of communications.

When I attended the first annual membership conference, I remember that there were videos presented to all the participants during the breakout sessions. Through that medium, we were connected to the ideas that we wanted to discuss. If you recall, even during lunch there were audio speakers, videos, presentations, and indeed an amazing cornucopia of things.

Soon afterward, an article published in *Forbes* magazine detailed the excitement of this new organization, but from our point of view there was an evident absence of an accurate storyline. The storyline presented in the article was that the "masters of the universe"—these incredibly successful, Catholic businessmen—were going to tell the Church what to do! My boss and I were both here, and on reading the article we both said, "That is not the conference that we went to!" He wrote *Forbes* a letter, which they published, that said, "I don't know what conference your writer was at, but it's not the one that we attended."

That unfortunate lack of clear narrative was present at the organization's beginning, but it hasn't persisted. Part of this change has to do precisely with this conference's theme of clarity, candor, and conviction. Early on, the message was still germinating, and the clarity about our direction wasn't

so clear to people. It was an idea, and anyone could shape it at that time. The conviction was there, but what reporter will trust plain conviction?

Where are we now? We're in a different place, because there exists an authentic track record of the activities in which the organization has been involved during the last four years. The media have picked up on that. Also important has been the presence of an authentic spokesperson, because in the media you need to connect with people. The Leadership Roundtable has a fantastic connector in Kerry Robinson, who has an authentic vision of what this organization is about. She has a genuine voice, and she speaks about the Church with great love and attention. She understands the language of the Church. She also understands the language of reporters and has developed very good relationships with them.

Over the last couple of years, as we developed and implemented a strategic communications plan, the idea was that we wanted to be a go-to place. When reporters were doing stories about the temporal affairs of the Church, we wanted to be a resource for them. That has been the case year after year. Reporters seek Kerry out, and she is able to give them her insight, always with an authentic voice—not a critical voice, but an authentic one. That has meant that the Roundtable has appeared in *BusinessWeek*, *Newsweek*, *The New York Times*, *City Journal*, *Catholic News Service*, the *National Catholic Reporter*, and *America*. Reporters have come back again and again. There is a trust that has been built up because they know they're going to get the information they need.

Strategic objective number two was that each time we released a product we would incorporate it into the communication message. The Roundtable put together a DVD series that engages dioceses and parishes with larger agenda questions. Fifteen hundred of these DVDs have already been used in the Dioceses of Gary, Paterson, Bridgeport, and Rockville Centre and at various Newman Centers and seminaries around the country.

In the last four years, we've radiated the excitement of the initial group of participants that met here at Wharton to over 1,500 different institutions. That is a success. We want to extend that success to other places. We want it to keep going, and so have partnered this year with St. Anthony Messenger Press publishing house to distribute our DVDs and other products. They are already marketing our materials. We've created a strategic relationship with St. Anthony's precisely because we want to reach those communities that we have not yet reached. The quality of our products has stood us well with the media, because when members of the press look at our material, they see creative solutions put on the Catholic agenda in a way that is authentic.

Another point of progress has to do with ChurchEpedia.org. If you haven't been to the website lately, just wait because it's being completely redesigned. The problem with the Web is that every time you turn around, there are new bells and whistles, so you've constantly got to revise and review and tweak. You really can't stay static. ChurchEpedia.org is a place where best practices can be found. It's got resources at many differ-



[www.ChurchEpedia.org](http://www.ChurchEpedia.org)

ent levels. You can go very deep. I met someone last night who was here for the first time, and he mentioned to me that someone else had told him about ChurchEpedia.org. He went online and found an impressive depth of research and information and data that were all available through our website. That's what made him want to come today. ChurchEpedia.org is a platform that can be built on as we grow as an institution and that can reach out to an ever-larger audience with the wealth of information that we have.

The last program I will mention that is specifically focused on communication is the *Standards for Excellence*. For me, it's an exciting process to see the *Standards for Excellence* grow. It began as sort of seal-of-approval movement by nonprofit leaders in Baltimore, Maryland. They wanted to do something about the abuse of funds that has sometimes plagued the nonprofit sector. They developed the *Standards for Excellence* so that nonprofits could go through a process of self-examination and receive a stamp of approval after having met the criteria for good stewardship of resources. Thus those making contributions would feel reassured that theirs was a charity that they could trust. Geoff Boisi brought the idea here to the Roundtable. With the help of Fr. John Beal, Barbara Anne Cusack, and other canonical experts, the Roundtable translated the *Standards for Excellence* into a canonically correct opportunity for the Church. When I first read the Roundtable version of the *Standards*, I was incredibly impressed with the skillfulness with which a great idea was adapted in a very accurate way for the Church.

In an important effort that has taken place this year under the strong leadership of the Board, we're now working on marketing the Roundtable's *Standards*. A high-powered marketer, Bruce Lifka—who has successfully gotten pharmaceutical products into the marketplace—has worked with members of the Board to create a marketing plan that we're about to roll out. Kathleen McChesney has been superbly instrumental in refining a very good plan. It's been a fantastic effort, because we've been able to get people around the table who understand the Church and who bring their great business skills to it.

These products continue to speak to the Roundtable's proven track record and continue to drive its message into the larger media world. They help to bring clarity to the message. Clarity of mission is evident in the products. Candor is there in our spokesmen, who are always spot on. There's no obfuscation. That's too long of a word, and media people don't like that. No spin.

#### **Lt. Gen. (ret.) James M. Dubik**

I'm also happy to highlight four subjects today. You've heard that I just retired. Although "retirement" is the official term, my wife calls it "graduation." It just took me 37 years to graduate into civilian life!

The first thing I'd like to talk about is the Leadership Roundtable's strategic plan. In developing a concrete, task-oriented plan, we've modeled what we advocate. We've developed a three-year plan that has proven pretty effective in guiding the decisions of the Roundtable's Board. The document is useful because there are a whole variety of opportunities to serve and make contributions to the Church. We use the strategic plan to help us through the process of selection, to help us discern

where to invest time, where to invest resources, where to invest our members' energies, and how to raise money for the initiatives we undertake.

The plan doesn't simply comprise broad goals; it encompasses very specific objectives with suspense dates and designated responsibility—all the things that a strategic plan should have in order to measure progress from quarter to quarter, see where we're on track, and see where we're not. Six broad inter-related goals structure the overall plan:



Lt. Gen. (ret.) James Dubik

1. Grow the market share for tools and resources, and increase brand awareness.
2. Build the consultancy effort.
3. Expand the membership and more fully engage the members in the projects.
4. Enhance communication capability.
5. Advance the development effort and secure financial stability.
6. Build out the organization around these previous five goals and their subordinate objectives.

The plan is well underway. We review it quarterly as a Board. We'll also review it comprehensively as a staff at an annual meeting later this year and report back to the Board accordingly.

The second program I'd like to summarize concerns diocesan planning. Over the past couple of years, a working group of the Roundtable has developed a very clear, step-by-step, useful, powerful guide for strategic planning at the diocesan level. We call it "Diocesan Planning for Excellence." It provides a systematic framework and a handy toolbox for those responsible for diocesan planning.

The planning tool focuses on four major areas: diocesan mission, parish planning, Catholic school planning, and diocesan internal organization. We plan to roll out this unique planning process in the fall of 2009, and we are preparing to post the final version on ChurchEpedia.org. We will complement the strategic planning tool with support for those involved in implementing it in the diocese. Several members of the Board have been involved in its development. We're very grateful to those from McKinsey & Company and the Reid Group who collaborated on its development and are now working on the fielding of this project.

Equally exciting is the Performance Development project. We're partnering in this project with the National Federation of Priests' Councils and the National Association of Church Personnel Administrators. Our aim is to develop a unique 360-degree assessment tool and a leader development program for both ordained and lay leaders. Two separate competency models have been developed specifically for Church leaders. We'll embark on a pilot program for priest and lay leaders later this year. The assessment tool has been developed in collaboration with a very prominent

leader development center, the Center for Creative Leadership. They've customized the 360-degree tool through a very extensive series of workshops. A generous donation from one of the Roundtable's Board members provided the initial funding for a project manager for the developmental meetings that have given birth to the project. Paul Butler, who led that effort, is now transitioning their work to a project manager who will oversee the implementation of the pilot. That means that, luckily, we'll be able to use Paul for another great project! A Catholic foundation has committed two years of funding for the project's launching once the pilot phase, to be undertaken in two dioceses, is completed.

The last project I will discuss only briefly, as time will be dedicated to it later during the conference. It is the Virtual Communities of Practice. According to everyone who has participated in its creation thus far, it is very exciting and has great potential. The project is still in the early stages of development. The idea is to take the community of pastors that already exists and give it a virtual face, an online place where members of the community can engage in an extended conversation with one another, learn from one another, share best practices, and reinforce one another. The forum will also serve as a link to a variety of useful parish ministry resources.

Lt. Col. Nate Allen has been very generous in both the time he has dedicated to assisting us on this project and in sharing his particular experience. He's one of the U.S. Army's most creative leaders in this field. He and two other junior officers created several communities of practice for the Army when the Army didn't even know it wanted one. The power that this community has created inside the military has been so remarkable that the Army has now adopted it as one of its primary leader development tools and as the primary way to accelerate learning among officers. During the conference, Nate will address the specifics of the project. There will also be an opportunity for several small group discussions to further the development of the prototype.

Substantive progress has already been made on the project through a series of discussions and workgroups over the last six months in our work with pastors and other leaders on how best to configure the virtual face of the community of pastors. We think that the interactive prototype will be finalized by the end of the summer and that we will field the pilot program by the end of the year, growing the pilot program as quickly as demand may require.

## Plenary Discussion Highlights

### On maintaining financial solvency ...

*Mr. Joseph F. Finn*

Geoff, could you comment on the financial condition of the Roundtable and its ongoing and long-term sustainability?

*Mr. Geoffrey T. Boisi*

We have developed a very good plan over the last several years. Initially, we reached out to a number of individual donors and private foundations to ask them to make a three-year commitment of support, which provided a substantial foundation to move the organization forward. This initial support supported the general operating budget, and other donations solicited for specific projects provided much-needed support for many of our programs and products. Over the last several years, we've managed to raise a fair amount of money. There's no question that, given what's happened in the economy and the markets over the last year and a half, all nonprofits have suffered to one extent or another.

We will need some additional help to give us greater flexibility. We are very long on imagination and execution capability. The only thing that really holds us back is financial resources. That will be an increasing focus for the organization during the next couple of years, to provide not only short-term security but also flexibility for the future.



Joseph Finn



Geoffrey T. Boisi

### On the engagement of bishops ...

*Rev. William Byron, SJ*

The whole array of achievements we've just heard is terrific. I applaud you. The one thing I didn't hear much of concerns our engagement of the bishops. We've got to do a better job. We've got to get more bishops here. We've got to get bishops to realize that they need the services and consultation offered by the Roundtable. I suggest that that be kept on the front burner among your strategic goals.

***Mr. Geoffrey T. Boisi***

We feel that there has been significant progress in deepening our relationships with the bishops, and in the cooperation and involvement of the hierarchy, even since we last met. As I've mentioned, we've been meeting at regular intervals with the leadership of the USCCB. The leadership of the USCCB has been extremely supportive and helpful in building our relationship with the bishops. We now have about 50 bishops with whom we communicate quite regularly. These counselors are typically the bishops who are leaders in the various regions around the country and on various committees in the conference. We receive broad support from a number of bishops who are unable to participate at all of our gatherings because of the heavy scheduling burdens they experience. We're very grateful for their support, too. In a variety of ways the bishops have expressed to us their acknowledgment that we are a proven and supportive resource. We're still trying to figure out the bio-rhythm of the decision making and prioritization processes of the Church in the United States. I'd like to invite the bishops here in attendance to consider developing together with us an agenda of important temporal affairs that are of greatest concern to you and about which we could offer expertise and counsel. I'd like to propose a regular identification of those areas of interest and concern to you so that we might be even more helpful in assisting you.

**On newer technology ...*****Sr. Susan Wolf, SND***

Thank you so much for all the good work you're doing. I think it's important to recognize the critical importance of best practices in the area of technology. The Church is really behind the times. It's evident in parish websites and in diocesan technology capabilities. Young adults and many other people are on the Internet all the time. Some of our institutions are not accessible via the Internet and may not even have access to the Internet. Best practices in that area would be very helpful and very necessary as we move forward. Young people have technology skills, but they don't have the experience or the background in terms of the content and the culture. We need to be working together to equip the Church to take advantage of all the dimensions.



Sr. Susan Wolf, SND

***Ms. Susan King***

I hire young kids just getting out of school. They know how to engage new technology instantaneously. I feel as though I've got to have them on my staff. The digital divide is whether you're digitally brought up or not. There's certainly opportunity to be harnessed here for the Church.

*Ms. Kerry A. Robinson*

The young adult leadership project that Geoff Boisi has referenced is attending to just that opportunity, matching young adults who are sophisticated in technology with the needs at the parish and diocesan level, but grounding them in basic ecclesiology, Canon Law, and a sense of baptismal rights and responsibilities. Stay tuned for good news on that front.



Kerry A. Robinson

**On cultural differences ...***Rev. Richard Vega*

I applaud the work you're doing the management workshop for priests. I would like to offer an observation about the formation of priests and management.

One of the things that should be recognized is that about 20 percent of our diocesan priests come from abroad. People often ask of them, "Why aren't they acculturated?" They come from a very different mindset when it comes to the temporal goods of the Church—whether they come from India, Latin America, or from Africa. We're formed with a very American sense of management. That's not the world they're coming from.

Just shy of half of our country has shifted demographically because of an immigration that's continuing to burgeon. The cultural complexity that these new demographics imply calls into question assumptions about management and implies a different sense of the skills required at the parish level. I think we need to take seriously the shift with regard to management styles and management skills, which are not primarily American in background, but more multicultural and multilingual. I would encourage you to consider that in the proposal for the new pastors workshop.



Rev. Richard Vega

**On leadership, spirituality, and theology ...***Very Rev. Mark R. Alexander*

I'm the Vicar General in the Diocese of Honolulu. Thank you very much for the resources that you've been offering. We have been utilizing them in the Diocese of the Honolulu.

Even as priests, a number of us in administration dream of MBAs and sometimes wonder why we earned our doctorates in theology. I should have gotten an MBA. But we are pri-

marily, as priests, spiritual leaders. The idea of an advanced management course at one of the major business schools is an excellent idea because it's practical and economically feasible, and it makes sense even in the context of the priest shortage because of the abbreviated time frame of the courses. But there should be a real emphasis on our primary task as spiritual leaders. Often I spend more time looking at spreadsheets and strategic plans than I do keeping up in theology or bioethics.



Bishops Michael Duca, Denis Madden, Basil Losten, Dale Melczek, and Rev. John Wall (left to right)

Second, I think we need a propaedeutic program for priests in the area of new technology. In Hawaii, we have a lot of priests who are very open to it. We have 85-year-old priests who use e-mail all the time. We find that priests are open to the idea of Facebook and Twitter and we use newer technology in the diocese every day. Our strategic plan is accessible on the diocesan Web page. But one of the pleas I get from the priests is, "We need help in learning this. We know it's out there and we can get young people who will do it for us in the parish, but we need help ourselves on how to more effectively use the resources available to us."

*Most Rev. Michael G. Duca*

Whenever you start talking about leadership programs for pastors, you make a point about not getting involved in theology. But when we think about pastoring, a reflection on the theological dimensions of leadership is being made. When you get down to the bottom line of a business decision, where does mercy come in? Reconciliation? Charity? Profit is not always the ultimate goal. When I was in the seminary, when a man came out of the business community, there was a time of difficult transition because things weren't working like they had in his office. Things didn't work immediately.

This doesn't mean that best practices are not a good thing. But as you move into leadership in the Church, you're not a communicator. You're a preacher. It's about authenticity as much as it is about the quality of the presentation. Those are elements that you can't lose along the way.

I talked to a Protestant minister one time. His church structure is different from ours. He told me he never touches the money. He just gets his salary. He is the spiritual pastor. The lay people take care of all the money. There are pastoral consequences to that and it affects what gets done and where emphasis is placed.

Pastors must not necessarily learn how to be better managers, but would benefit from a model that empowers them to have others do that work so that they're free to do what they

were ordained to do. We want to teach the pastors how to recognize what good practices are.

The question of adaptation is also important. How do they recognize and implement best practices not only in a big parish but also even in a very small rural parish where, of course, the demands are very different? I'm thinking more in terms of programs for the people that surround the pastor and a canonically correct, empowering process rather than developing large-scale programs for the pastor.