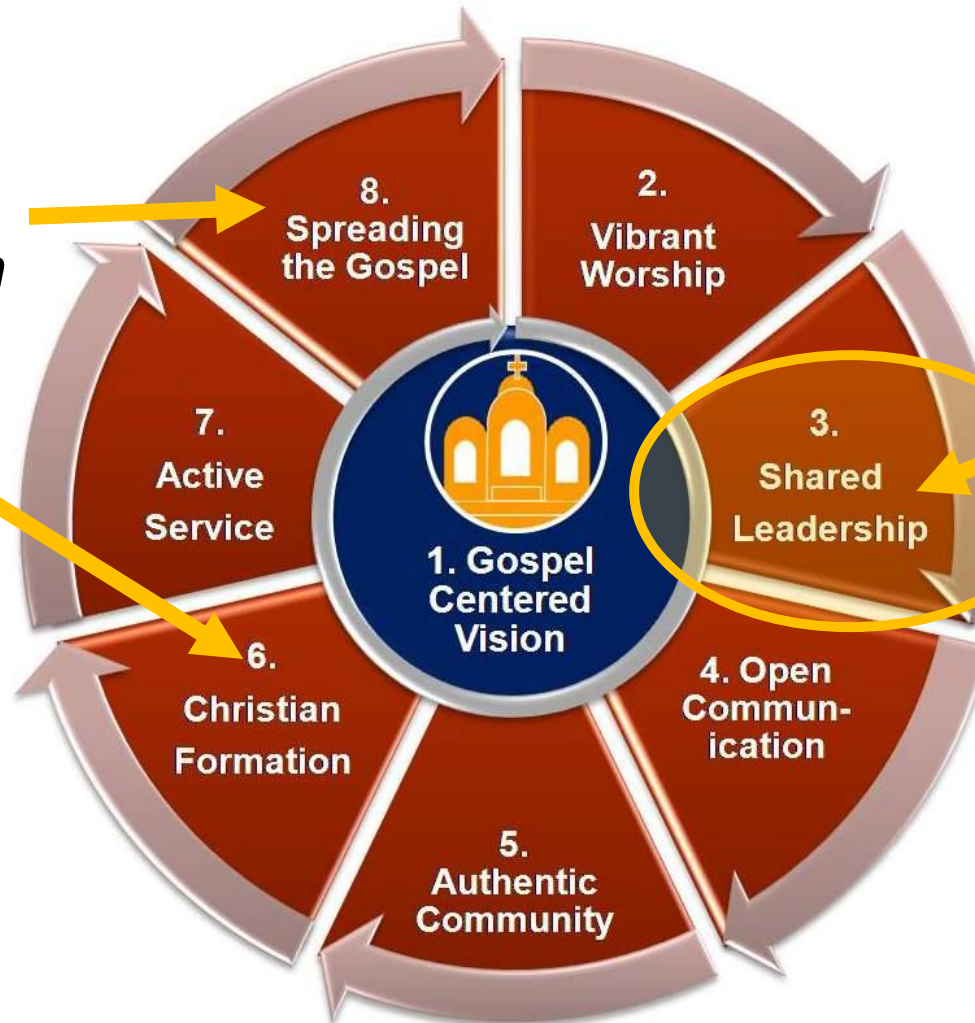


Welcome -- Leader's Day 2014

1

2013
Session
*Evangelization
Stewardship*



2014
Session
*Leadership:
Parish Council*

Thank You

2

- Time
- Service
- Open Mind

To Our Hosts!



*Archdiocese of Western Pennsylvania
Orthodox Church in America
Leader's Day October 18, 2014*

MINISTRY OF THE PARISH COUNCIL

10/20/2014

Roles, Responsibilities and Expectations

Questions

4

- How long since your first time on Parish Council?
- Where/how did you learn about the Parish Council? What it does? Proper behavior? Ground rules?
- Has your parish council made a meaningful improvement to its practices recently?

Purpose

5

- Provide an orientation to Parish Council
 - ▣ Based on Proper Orthodox Doctrine – *not conventional mythology*
- Specifically
 - ▣ Principles of Governance
 - ▣ PC Role
 - ▣ Responsibilities/ expectations
 - ▣ Relationships
 - One another; Clergy/Laity; Council/ Parish; Parish/Archdiocese
 - ▣ Good practices

Sources

6

- Books
 - ▣ *American Orthodoxy and Parish Congregationalism*, by Fr. Nicholas Ferencz
 - ▣ *Governance and Ministry –Rethinking Board Leadership*, Dan Hotchkiss
- Documents
 - ▣ OCA statute
 - ▣ Oath of office
 - ▣ Metropolitan Council docs
- Parish Council Training Materials from
 - ▣ Greek Orthodox Archdiocese in North America –including these and other materials...
 - <http://www.goarch.org/archdiocese/documents/parish-council.pdf>
 - <http://www.goarch.org/archdiocese/departments/outreach/parishcouncil>
 - ▣ Antiochian Orthodox Christian Archdiocese of North America. (Various online items)
- Various handouts/documents
- Previous presentations -- Parishes, Webinar, OCA Parish Ministries Conference

What If...

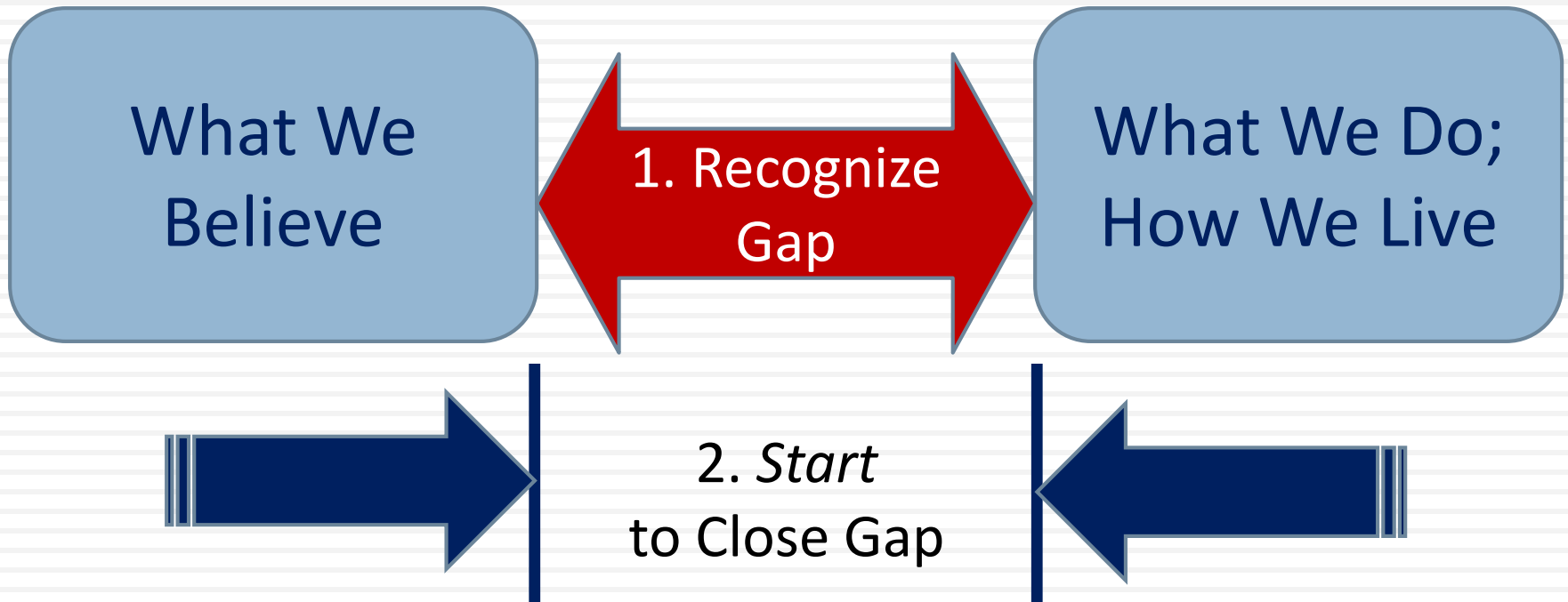
7

- Parish Councils were...
 - ▣ A center of *inspirational* parish leadership
 - ▣ Recognized by all as *exemplary* parish stewards.
- An atmosphere of *trust & collaboration* exists between priest and council.
- Council members *grow & deepen* in their faith.
- Energized with a new vitality... meetings seem *shorter* than they actually are!
- The parish's best people see value & honor in serving on council.

An Ongoing Dilemma...

8

We won't solve the problem today –but hopefully we can begin to close the gap.

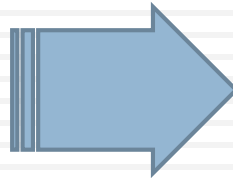


Transition – Closing Gap...

9

From

- ❑ Parish fire department – day to day
- ❑ Focusing on bills, budgets, buildings
- ❑ Wrestling for power & control



To

- ❑ a shared leadership body...
- ❑ cooperates with the priest to discover possibilities
- ❑ discern priorities,
- ❑ drive change,
- ❑ prepare the parish for vital ministry
- ❑ and a brighter future

Target Takeaways

10

1. Discuss what was learned at this session at your next council meeting.
2. Two functional improvements to your parish council by ____.
3. Commit to “covenant”

Consider special
webinar for your
Council?

Opening Exercise

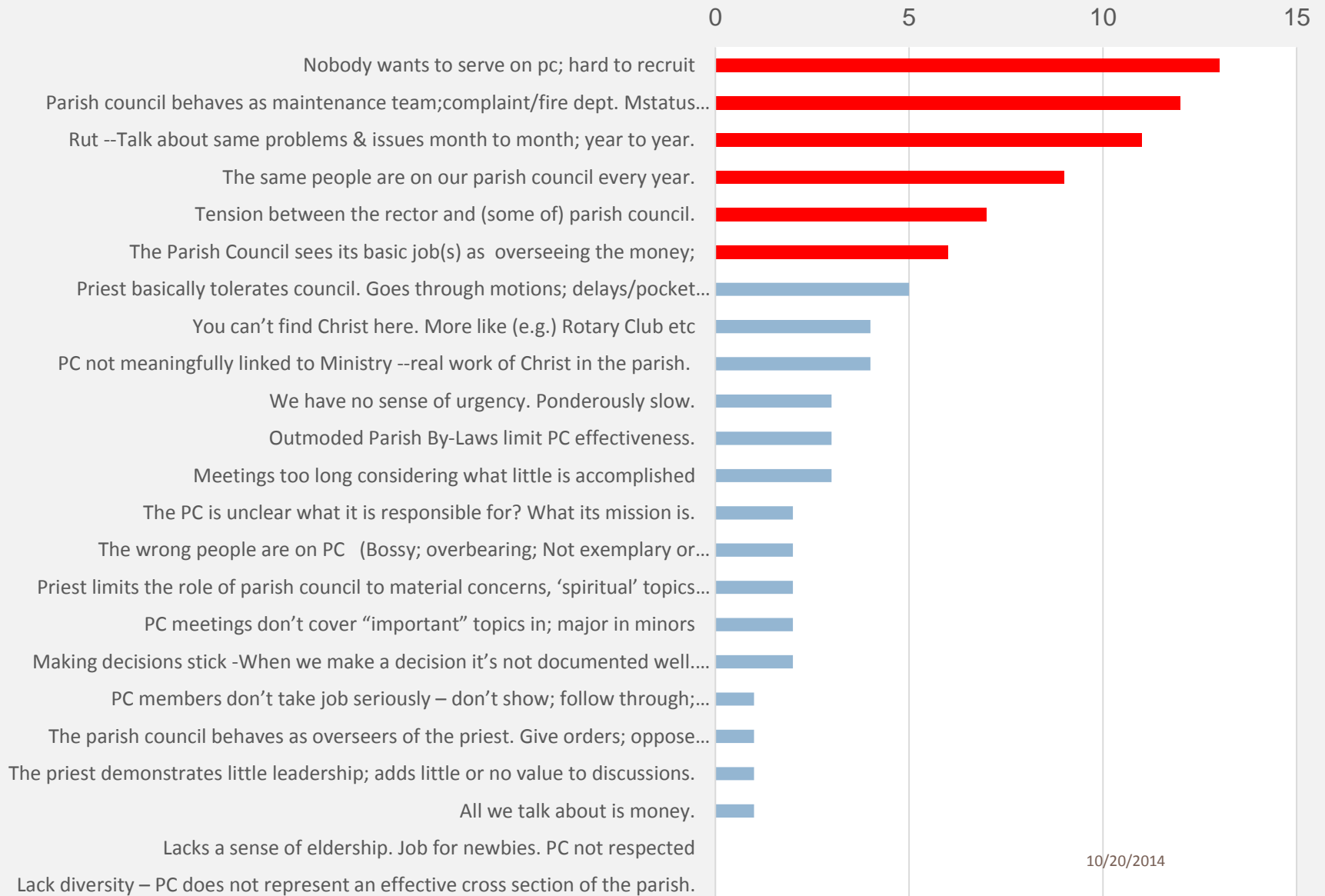
What's the Problem?

11

- Key Issues Facing Your Parish Council
 - ▣ Worksheet
 - ▣ Sticker Dots
- 4 Parish council behaves as the maintenance team and /or complaint/fire department. Maintaining the status quo
- 10 Nobody wants to serve on pc; hard to recruit
- 20 Rut --Talk about same problems & issues month to month; year to year.
- 6 The Parish Council sees its basic job(s) as overseeing the money;
- 11 The same people are on our parish council every year.
- 14 Tension between the rector and (some of) parish council.

Opening Exercise: What's the Problem

Relative Ranking (4 votes per attendee) of Issues in the Eyes of Attendees



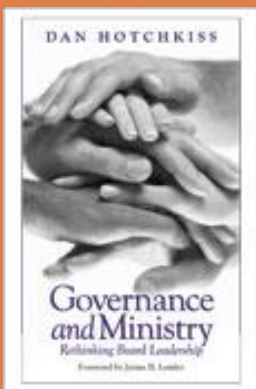
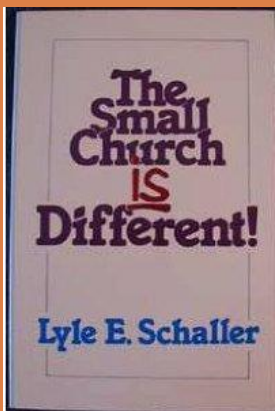
Common Issues –JK Opinion

13

1. Mired in detail, short term thinking, nostalgia
2. Preserving the past not envisioning future
3. Focus narrowly on “material” topics
4. Treat church as a business instead of the Body of Christ.
5. Clergy/laity discord and tension
6. Meetings are exhausting and frustrating
7. Council the place where good ideas go to die
8. Best people not attracted to service

Style and Roles Vary by Parish Size

14



- “In the typical long established small church the parish council often functions as a **committee of the whole** and focuses on details not policy.”

The Small Church is Different

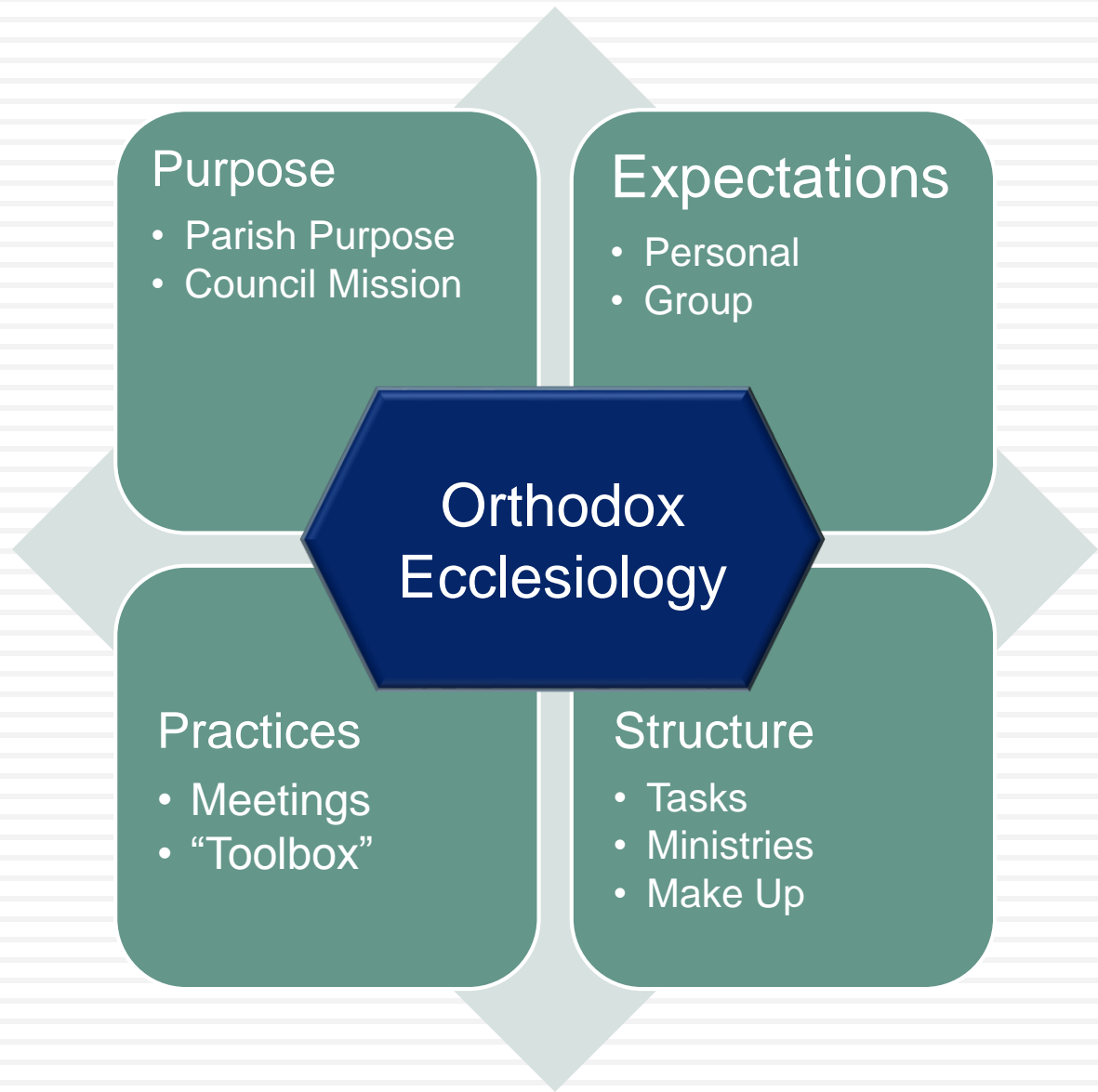
Lyle E Schaller

- As a parish grows they need a council that can rise above day to day and think about the bigger picture –not just annually but all the time.

Governance and Ministry – Rethinking Board Leadership

Dan Hotchkiss

Parish Leadership Framework



Orthodox Ecclesiology

Key Principles Guiding Orthodox Parish Governance

How Did We Get This Way?

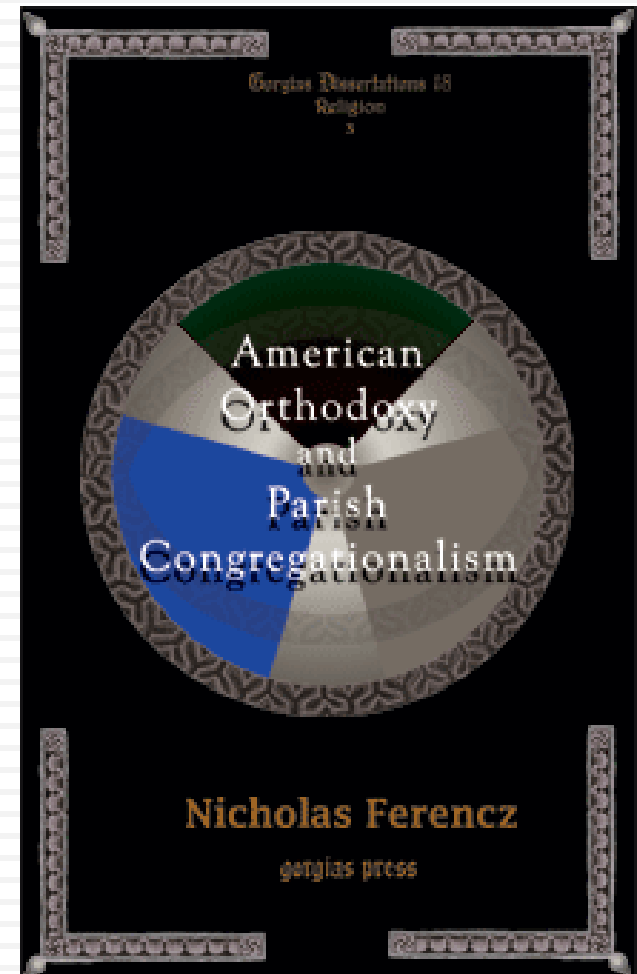
Source

17

Much of the material in this section of this presentation was derived from the book:

American Orthodoxy and Parish Congregationalism,

by Fr. Nicholas Ferencz



Question

18

□ What is congregationalism?

Orthodox Ecclesiology

Governance is an Extension of Eucharistic Assembly

19



**Eucharistic
Assembly**

- Fulfillment of church
- Paradigm for all activities in the church
- Christ centered – not just a group gathered for common purpose
- Requires clergy and laity – “Amen”
- Liturgical “president” also presides in all areas of parish life.
- Active lay participation

Orthodox Ecclesiology

Governance is an Extension of Eucharistic Assembly

20



Eucharistic Assembly

Bishop is source of authority, fullness & unity
Flows from Bishop to Priest

Clergy and Laity collaborate
Share responsibilities...both need each other
Both are *laos*: "people of god"

No separation of
spiritual & material

Conciliarity

- Consensual unanimity at Eucharistic gathering applies outside the liturgy
- Harmony & unity
- Opposed to authoritarianism, individualism or democracy

Past Influences on Orthodox Congregationalism in America

21



Congregationalism in American Orthodoxy

Key Factors & Impact

Category	Factors	Outcomes
Leadership Vacuum	<ul style="list-style-type: none"> • Bishops or priests not present/inaccessible • Temporary assignments • Poor leadership skill • Distance 	<ul style="list-style-type: none"> • Laity saw themselves as founders/"owners" of the parish; "our parish" • "Board" focused on buildings; bills; budgets • Saw priest as employee; hired spiritual specialist; isolated laity from spiritual role
Orthodox Turmoil	<ul style="list-style-type: none"> • Toth Schism movement • Jurisdictional competition • Nationalism • Ethnic differences • Communism 	<ul style="list-style-type: none"> • Reduced the authority and leadership of clergy • Confirmed existing/new parishes in congregational structure • Distrust of clergy; other ethnic groups (outsiders) • Inward focus >> Disconnected from Diocese • Sense of parish autonomy; diocesan responsibility optional; loyalty to our parish; sovereignty
American & Secular Influences	<ul style="list-style-type: none"> • Lay Societies <i>Dual leadership structure: Owned church buildings; de facto authority for "material" issues;</i> • Protestant influence <i>"Boards"; hiring pastor</i> • Required property ownership • American freedom of choice; democracy; separation of powers 	<ul style="list-style-type: none"> • "Ours" vs. "Stewards" • Legalities, "Membership", Voting, Motions, Dues, Entitlement, Ownership, "Club" • Isolation of laity/lay leaders from spiritual roles • Disassociation of parish council from parish ministries

Congregationalism in American Orthodoxy

Key Factors & Impact

23

Orthodox Ecclesiology

- Eucharistic model
- Authority lies with Bishop
- Material AND spiritual
- Clergy AND Laity both people of God; distinct yet equal
- “Sobornost” – harmony & unity

...deviated in American practice due

- Leadership vacuum
Bishop accessibility
Temporary assign'ts
Leadership skill
Distance
- Orthodox turmoil
Toth Schism
Jurisdictionalism
Nationalism/ Ethnicity
Communism
- Secular influences
Lay Societies: de facto authority
Protestant influences (“Boards”; hiring)
Property ownership
American democracy;
freedom of choice
separation of powers

...leading to...

- Laity needing to play a strong leadership role – “our parish”
- Sense of ownership not stewardship
- Retain control of our destiny
- Disconnect from Diocese
- Distrust/ vilification of clergy

And often resulting in...

Congregationalism

- Parish exists for “us”/ by us
- Separation of spiritual & material
- Priest is employee
- Parish “board” concerned with buildings; budgets
- Parish autonomy; independence from diocese
- Attitude - Legalities, Membership, Voting, Motions, Dues, Entitlement, Ownership
- Primary loyalty/ responsibility to the “corporation”

Factors Fostering *Congregationalism* *Today*

24

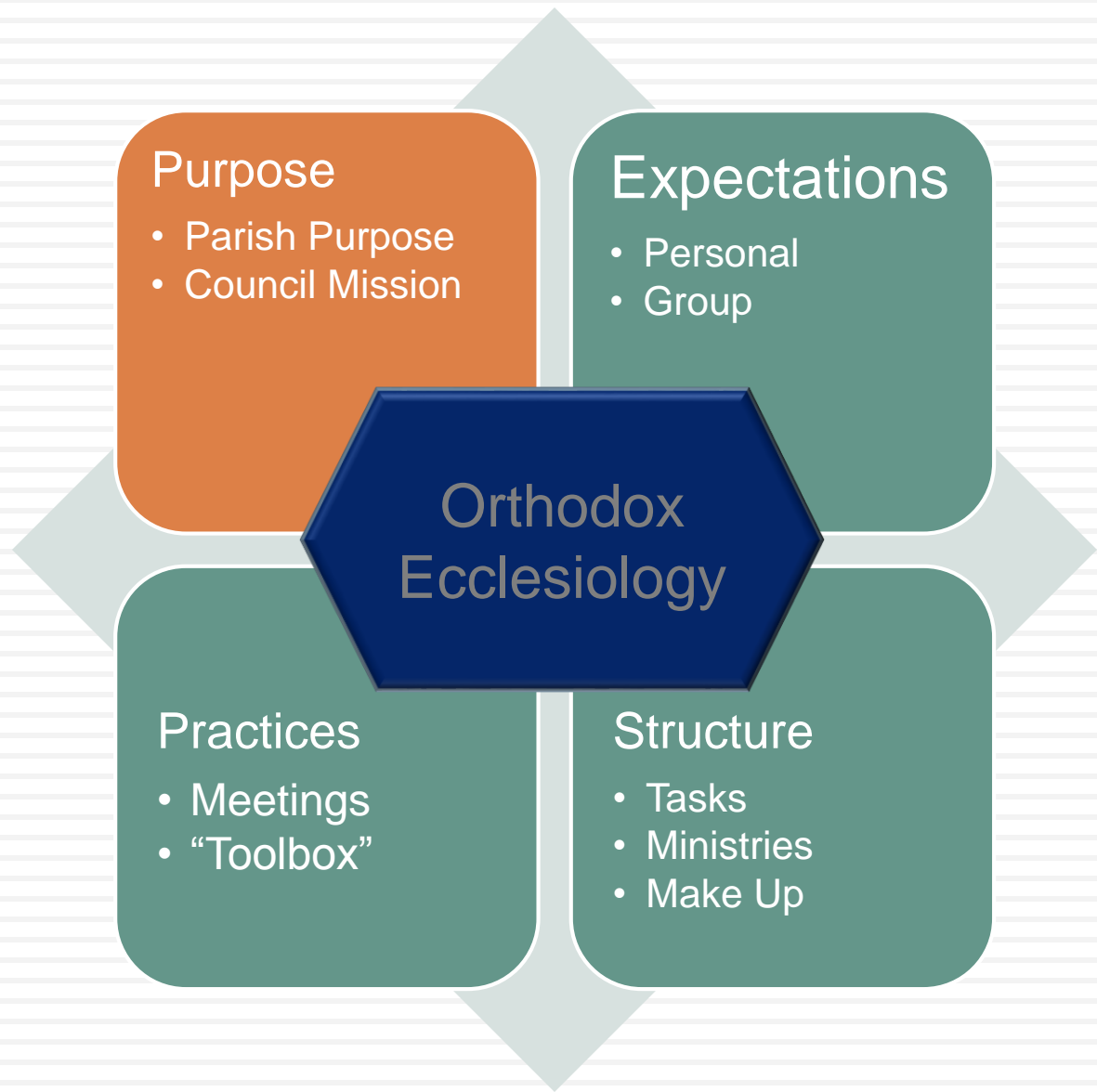
- ❑ Bottom up mission planting
- ❑ Lack of consistent diocesan policies (compensation)
- ❑ Poorly run dioceses/central church
- ❑ Standards & policies treated as *optional*
- ❑ Impaired leadership & “governance maturity”
 - ▣ Hierarchs, clergy & laity
- ❑ Clergy appointment process treated as a hiring process
- ❑ Internet – all have right to express an opinion -- informed or not -- and do so!

Congregationalism Today

25

- Newspaper article handout – Salt Lake City

Parish Leadership Framework



Discussion Questions

27

- What is the purpose/mission of a parish?
- What is the purpose of the Parish Council?

The Parish

OCA Statute

28

The parish is a local community of the Church having at its head a duly appointed priest and consisting of Orthodox Christians who live in accordance with the teachings of the Orthodox Church, comply with the discipline and rules of the Church, and regularly support their parish.

Being subordinate to the Diocesan Authority, it is a component part of the Diocese.

The Parish – *Its Purpose*

29

- The parish exists as a local Orthodox Christian community for the purpose of:
 - ▣ Worshiping God in accord with the Holy Scriptures and the Tradition of the Holy Orthodox Church,
 - ▣ Guiding its members to union with God by providing Christian formation, religious education, opportunities for Christian stewardship and service, and charitable assistance.
- As a community, members are committed to promote the Gospel as preached and lived by the Holy Orthodox Church.

Both Parish and Diocese need to express the fullness of the Church
One, Holy, Catholic and Apostolic
Do work of Christ in the World

The Parish

30

Parishes are constituent parts of the Diocese

- Parish is exclusively under the jurisdiction and authority of the Bishop.
- It *receives its mandate and prerogative to exist* from the Bishop
- Operates in accord with the canon law and ecclesiastical discipline of the Orthodox Church.
- For civil administrative purposes alone, it is chartered/ incorporated as a not-for-profit religious association within the State of ____.
 - ▣ A matter of civil law
 - ▣ This does not create or presume administrative autonomy from the jurisdiction of the Bishop.

Question?

31

□ Who 'Owns' Parish?

In a sense...

the “owner” of a parish is its mission –
the small piece of God’s will that belongs
to it.

Parish Council bears the responsibility and the
opportunity to move the mission & parish life
into the future.

Mission

32

- What good the parish means to do
- Whom it hopes to benefit & how
- What it claims as its central principles or values

Parish Council Oath of Office

34

I, (NAME), having been elected a member of the Parish Council of the parish of _____, in the city of _____, Orthodox Church in America, Archdiocese of Pittsburgh and Western Pennsylvania, hereby solemnly swear and promise to the Almighty God before His Holy Gospel and the Life-Giving Cross, that I will **zealously, honestly, voluntarily, with diligence, and fear of God**, fulfill the duties of my office, according to the requirements of the Statute of the Orthodox Church in America, the By-Laws of our Parish, and the Sacred Canons of our Holy Orthodox Church, upholding not my personal interests, but the glory of God, the welfare of the Holy Church, and the salvation of my soul, remembering that for all this **I will have to give an answer before my Lord and God at His last fearful judgment**. I promise that I will uphold the pursuit of peace, tranquility, and brotherly Christian love among the parishioners of our Church.

In witness of this my oath and solemn promise, I kiss the words of the Holy Gospel and the Life-Giving Cross of my Savior and Lord Jesus Christ. Amen.

OCA Statute ... Parish Council

35

- The Parish Council shall be responsible not only for the spiritual and material needs of the parish, but also for the parish's unity and connection with the Diocese and the Church, *for each parish is called to be a living cell and a member of the Body of Christ, and each carries responsibility for the whole Church.*

Parish Council

A Shared Leadership Body

36



“In cooperation with the parish rector, the Parish Council’s primary areas of responsibility are to assure that the community is united in faith and love and lives as the Body of Christ in its own locale.”

The Parish Council is co-responsible with the rector for the health & vibrancy of the parish. Working together they drive & inspire growth, change & development to fulfill the parish’s total mission as a Christian community.

Parish Council

Solicited Comments from Priests

37

- “For me the most important aspect of the Parish Council is that they take seriously the fact that they are actually **co-ministers of the Gospel** with the clergy and everyone who serves the Church.
 - ▣ They do not have any role which is in opposition to the clergy, nor that is not the clergy's interest, or which is reserved uniquely to them.
 - ▣ Everyone in the parish is there to love God and love neighbor, and the Parish Council is as responsible as the clergy and all the laity to make that happen in the parish, **to make the parish to be the Body of Christ.**

Parish Council

Solicited Comments from Priests

38

- “Of course, this requires the clergy to understand this as well and to fully work with and respect the work of the parish council.
- ▣ Not every decision as parish or a parish council has to make requires a seminary degree. But every decision is spiritual in every sense of the word. The business of the parish - paying bills, maintaining the building, dealing with mundane issues - is all spiritual because the parish is the Body of Christ.

Parish Council

Solicited Comments from Priests

39

- “Members of parish council should hold to vision that they are personally and collectively responsible to make the parish be the Body of Christ --to love God and love neighbor.
 - ▣ If they can't work in that Spirit, they don't belong on parish council.”


Consider...

40

- Parish Councils do some of their best work when they do not give parishioners what they want but rather teach them to want something new.

Parish “Models” - A Comparison

41

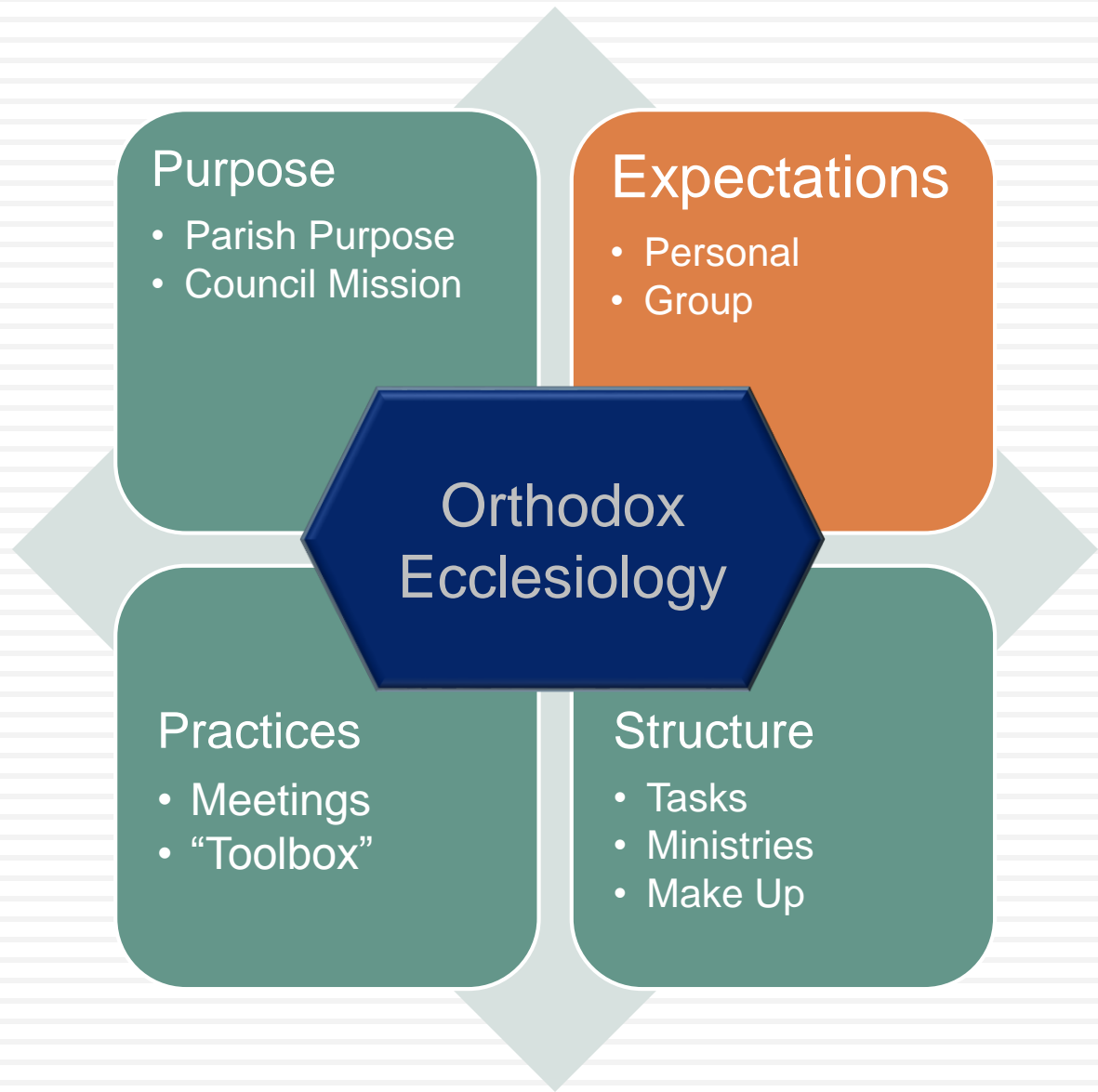
	Trusteeship/ Congregational	 Eucharistic/Conciliar/ Stewardship/ Hierarchical
Purpose	Parish exists for “us” On its own; for its own “Sovereign” --Diocesan responsibility “optional”	Exists For Christ; To do work of Christ in the World Constituent part of Diocese Mandate to exist from hierarch One, Holy, Catholic & Apostolic
Attitude	Legalities , Membership, Voting, Motions, Dues, Entitlement, Ownership	Stewards Sojourners Eucharistic Consensus
Priest	Employee Hired specialist	Leader of parish; appointed by hierarch Authority flows from Hierarchal authority
Parish Council	Material issues only – bills/building/budgets Priest: “Spiritual advisor” Elected “officers” & trustees	Focused on TOTAL MISSION of parish Material & Spiritual concerns Extension of Eucharistic Assembly Priest is leader Collaborative -- not authoritarian or democratic; Co -responsible; Shared Leadership

Discussion Questions

42

- What, if anything, is new or unusual?
 - ▣ Disagree?
 - ▣ Impractical
- What responsibilities does a parish have to the OCA and our Archdiocese?
- Does your parish carry any special responsibilities?
 - ▣ Do you have particular gifts to be shared?

Parish Leadership Framework



Eight Basic Expectations

Parish Council Members

“It is a sacred task to offer leadership as a member of a Parish Council.”

44

1. Come to Church

Sunday plus.

2. Model Good Orthodox Behavior

Set good example – duty, commitment, humility, excellence. Christ Followers.

3. Offer Generous Financial Support

Meaningful. First fruits

4. Personal Ministry Engagement

Time & talent

5. Contribute in Meetings

Attend. On time. Regular. Be prepared. Participate.

Team Player. Build consensus

A council member who does not vote is failing to perform a duty.

1 Timothy 4:12 - “...be an example to the believers in word, in conduct, in love, in spirit, in faith, in purity.”

Eight Basic Expectations

Parish Council Members

45

6. Know the Parish

Seek Divergent Marginal Opinions;

Set aside personal desires/beliefs for good of the “whole”.

Actively communicate with parish

7. Nurture a sense of love & community within parish.

Promote trust

Welcome new members

8. Build other/new leaders

Mentor & encourage

Nine Collective Expectations

Parish Council

46

Not all council members are equipped for each area.

Stewards of *God's* Resources

Urgency Builders –*don't allow problems to be buried*

(Intelligent) Risk Takers

Synthesizers of Opportunities Challenges

Articulators of a Future --Vision & Priorities

Structure Definers – Empower Ministry

Drivers - Expect Follow Through & results

Communicators -- Promote Dialogue, Harmony, Peace

Connectors --Connect to Larger Church

Too often councils react to items brought by others. Over time they lose their *ability to initiate action.*

Fiduciary Responsibility

From OCA Met. Council Docs...

47

- Basic Duties
 - ▣ Duty of Care
 - exercise diligence, make oneself aware, “ordinarily prudent”
 - ▣ Duty of Loyalty
 - Parish interests first; avoid self dealing
- Simply interpreted...
 - ▣ Don't lie
 - ▣ Don't cheat
 - ▣ Don't steal
 - ▣ Honor your promises
 - ▣ Be wise as serpents and harmless as doves
 - ▣ Repent

Discussion Question

48

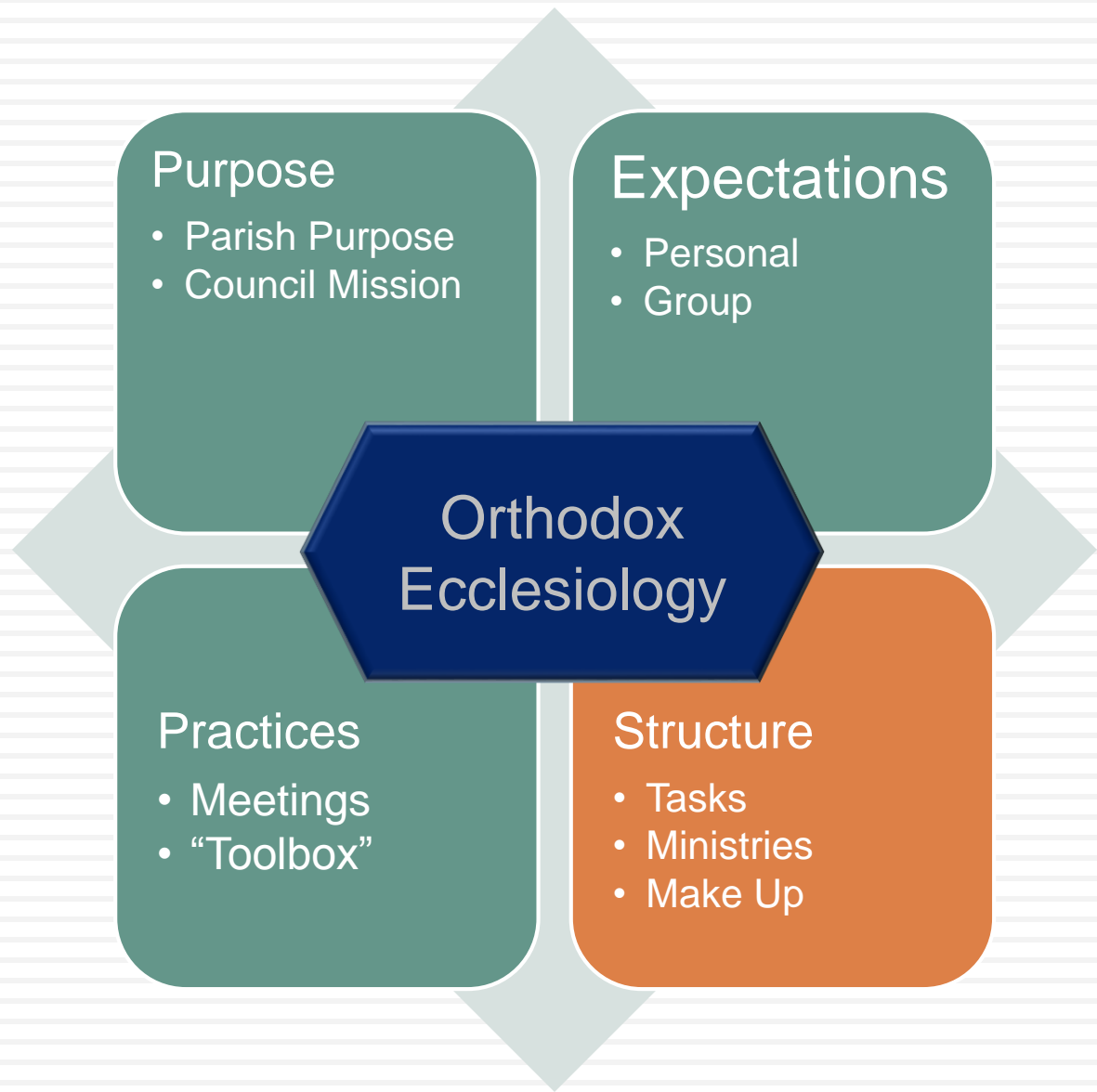
- How effective was your parish council last year?
 - ▣ Did you move the parish into the future?
 - ▣ How do you evaluate that?
 - ▣ What does a good year look like?
- What is a (reasonable) risk our parish/ PC could take in the next year?

Discussion Question

49

- In what ways do we hold council members accountable for progress/“performance” & stewardship.
- What are the obstacles to developing greater interest in serving on parish council & parish ministries?
 - ▣ How can we break down these obstacles?

Parish Leadership Framework



Shared Ministry:

Priest & Parish Council

51

“The most basic task of the Church leader is to discern the spiritual gifts of all those under his authority, and to encourage those gifts to be used to the full for the benefit of all.”

~ Saint John Chrysostom ~



Tasks of the Parish Council

52

1. Oversight -- Be Stewards of *God's* Resources

- Exercise “duty of care” – financial/real resources of parish; safety
- Balance risk /possibility. NOT just “protecting”
- Establish Policies – transparency/reporting/misconduct

2. Discernment & Vision – Inspire/describe bright, hopeful future

- Articulate a defined concept of parish future -- Vision
- Synthesize Top Opportunities and Challenges
- Define clear medium term priorities

3. Stimulation & Coordination of Action

- “Vision of ministry” – *essential ministries that harness parish gifts, engage parishioners in the work of the Church, ring out the Good News*
- Mirror parish priorities
- Express results hoped for
- Support with resources, budget & encouragement

Open questions invite conversation before a decision. Nothing prepares a congregation more for change than one or more opportunities to talk about the future

Distinction Between Governance & Ministry

Governance

- Oversight of resources
- Discernment & Vision
- Stimulate/Coordinate Action – Min. Dvpt.



Standing committees

- Governance
- Nominations
- “Equipping” -- Leader development
- Finance/ Budget/Audit
- Parish gatherings
- Misconduct

Bigger picture; planning

Ministry

Building

- Cleaning
- Maintenance
- Planning
- Architectural

Stewardship

- Annual campaign
- Gift planning endowment

New member assimilation

- Mentoring
- Giftedness assessment

Communications

- Website
- Newsletter
- Directory

Fellowship

- Coffee hour
- Celebrations / meals
- Kitchen Ops

Formation

- Youth
- Adult Education
- Church School
- Prayer Groups

Christian Service

- In-reach
- Charity Neighborhood
- Charity International

Evangelization

- Speakers Bureau
- College Programs
- Events

Worship

- Sacristan
- Prosphora
- Church Decoration
- Choir

Doing; Bias toward action

PC Structure

Clergy Input

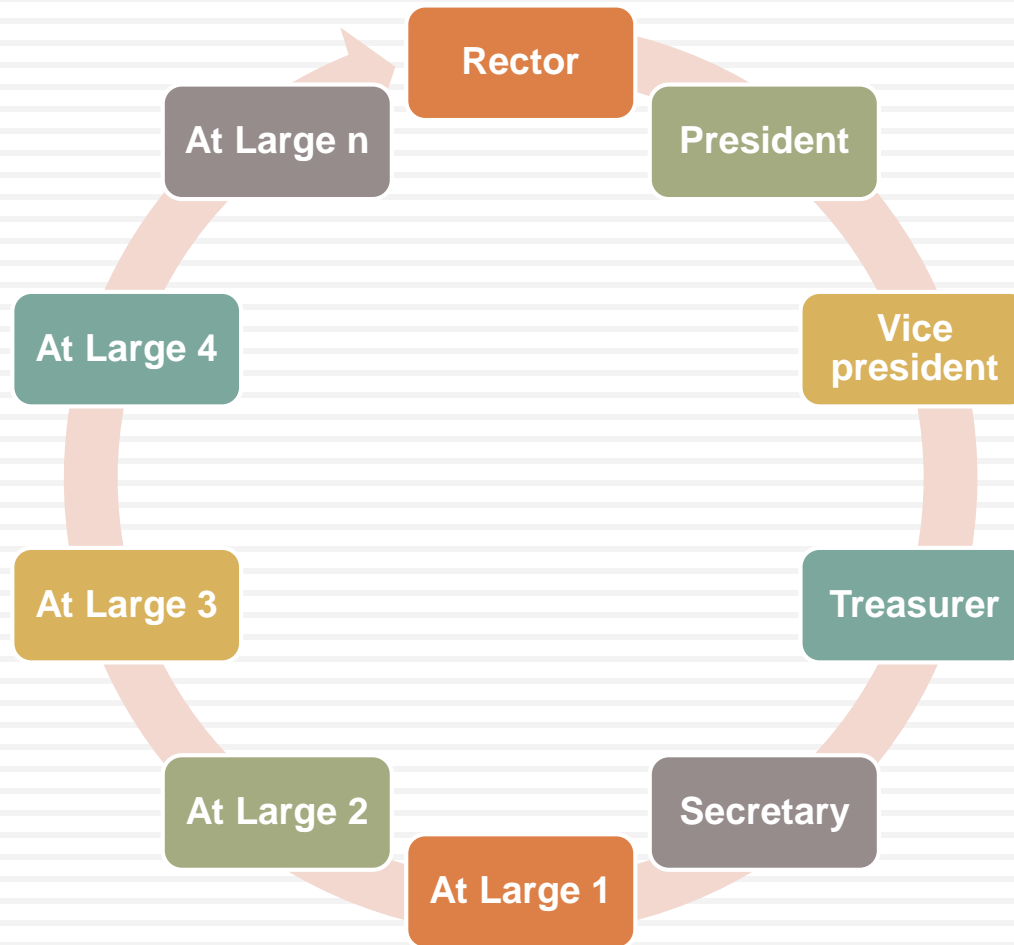
55

“Parish Council’s need a new structure.

‘At large’ council members without a specific job fall into the habit of becoming disinterested critics –as opposed to workers. I'm convinced that *ministry driven* Councils are the only way to go. Every member of the Council needs to have an important job/ministry/ role that can be represented to the entire council regularly. “

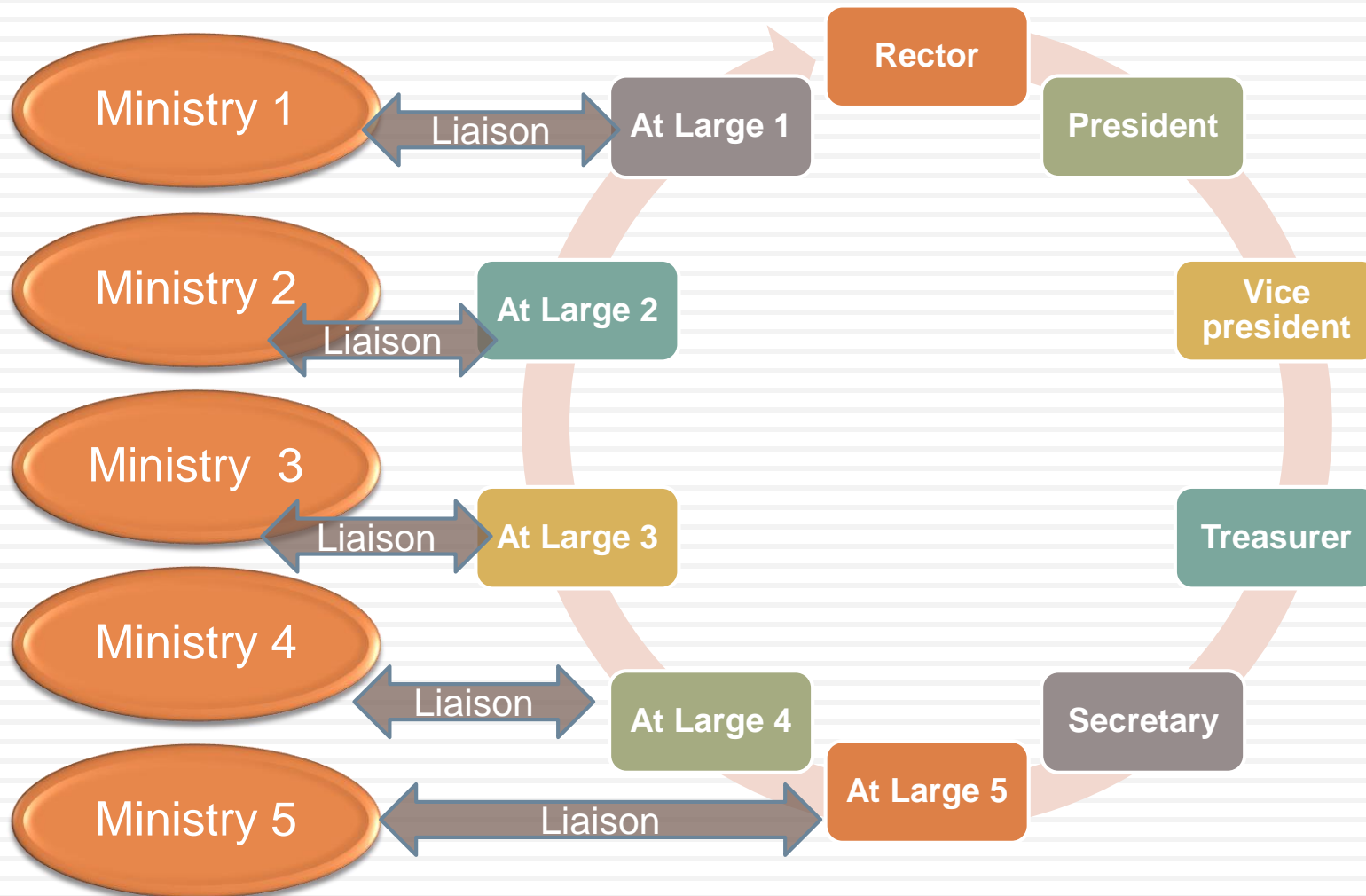
Standard Parish Council Structure

56



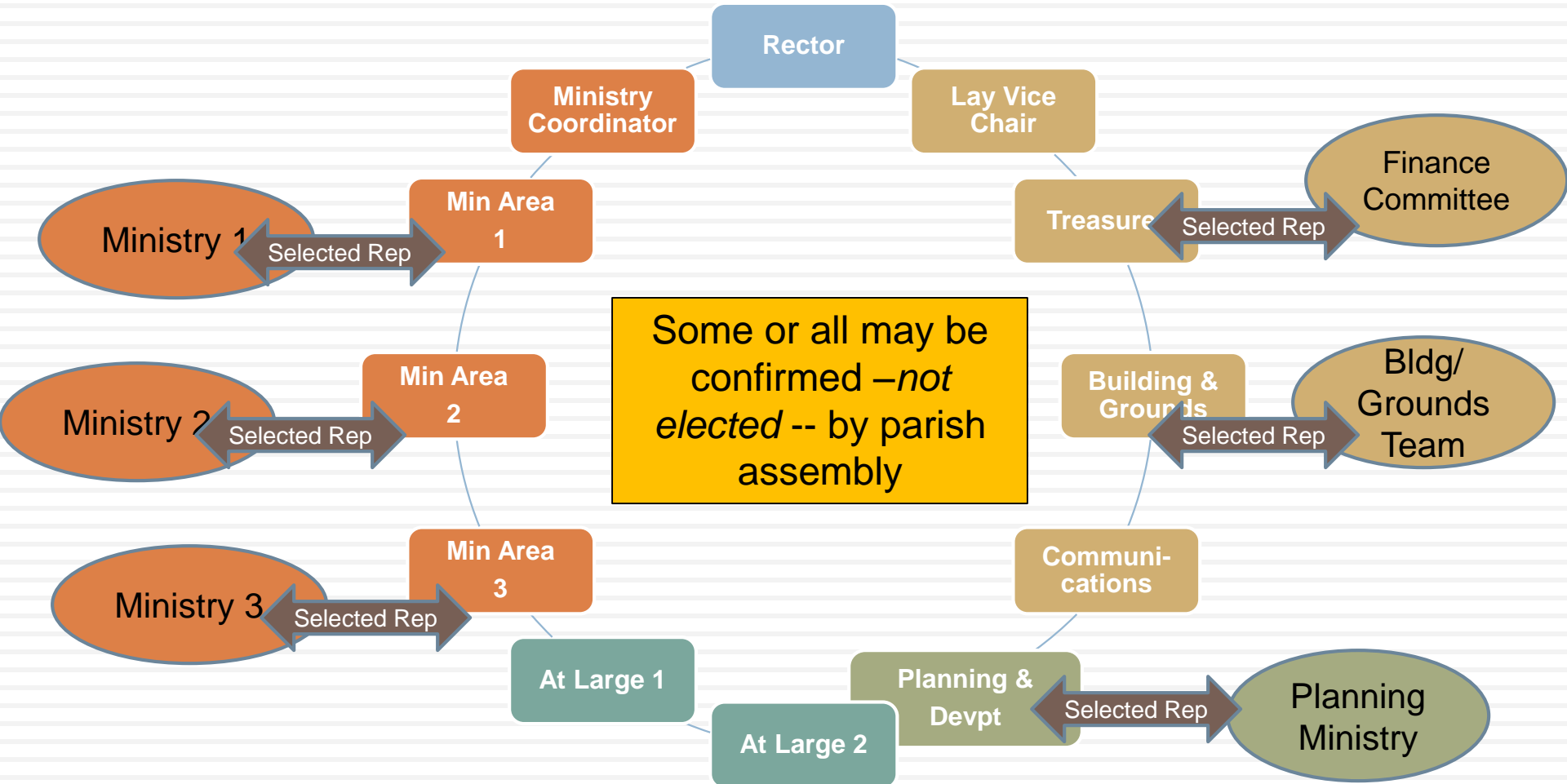
Another Structure

57

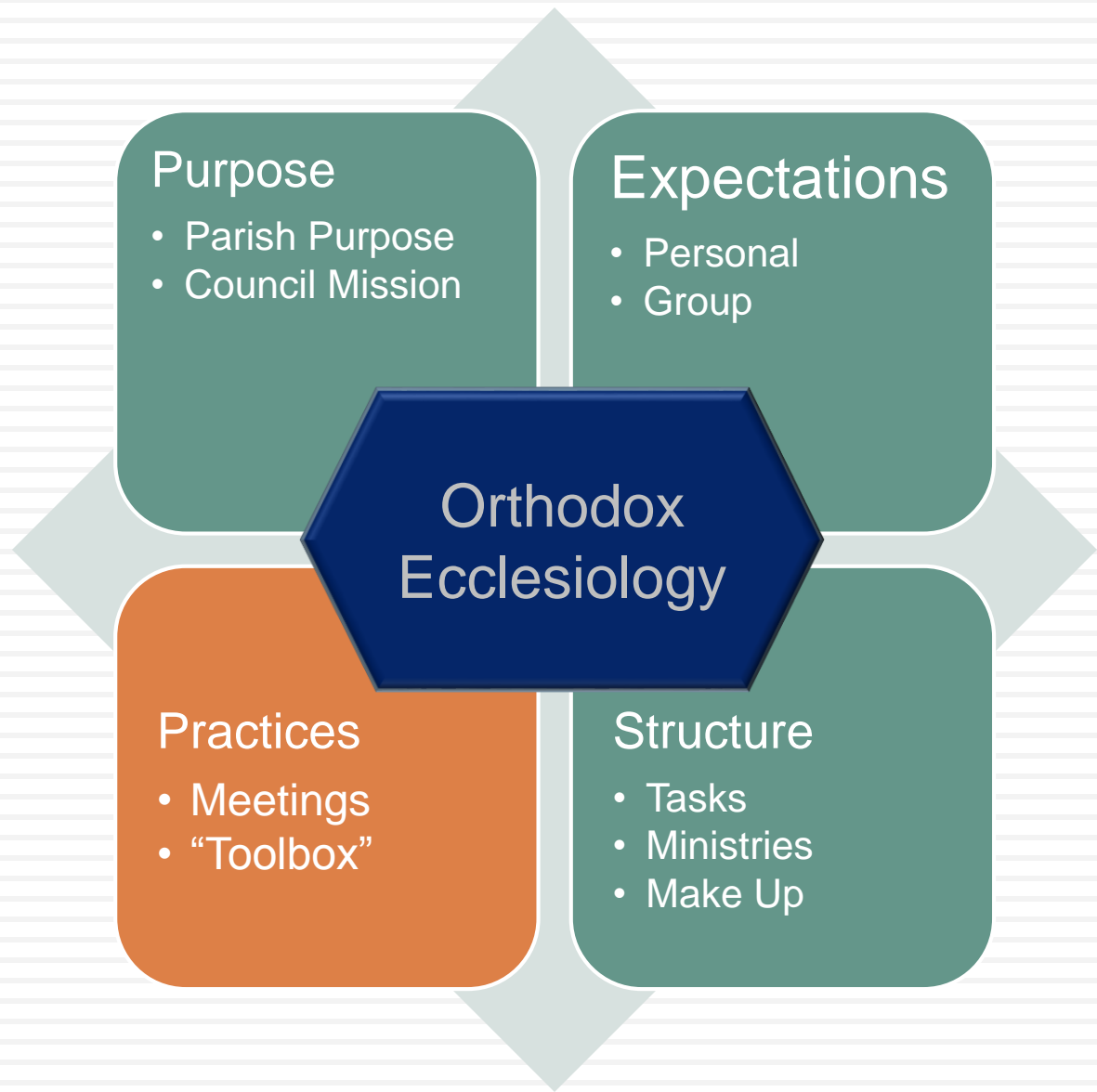


Another Structure

58



Parish Leadership Framework



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Good Practices

Questions

61

- What was last significant decision you made as a parish?
- As a parish council?
- How was it made?
- What was good and less good about that process?

Seven Healthy Habits of Parish Councils

Non Meeting Related

62

1. Improvement Oriented
 - ▣ Do we want to become more effective?
2. Every member is engaged with a ministry or a specific council related job.
3. Policies /Best Practices Manual(s)
 - ▣ Donor restricted gifts, Restricted gift acceptance;
 - ▣ Transparency and conflict of interest
 - ▣ Sexual misconduct
 - ▣ Donor confidentiality,
 - ▣ Stewardship campaign practices etc

Seven Healthy Habits of Parish Councils

Non Meeting Related

63

4. Recurring actions

- Semi-Annual Parish Health/Vibrancy Inventory
- Semi annual giftedness assessment
- Council orientation session; Council handbook
- Annual planning retreat
- Annual Goals/Key Priorities



Seven Healthy Habits of Parish Councils

Non Meeting Related

64

5. Budget

- ▣ 3-5 yr Vision budget
- ▣ Training skill development budget
- ▣ All key ministry categories.

6. Annual parish council performance evaluation

7. Annual council calendar

“No one step a council can take instills accountability better than periodic evaluation of its own performance.”

Governance and Ministry

Annual Cycle of Parish Council Meetings

65

Month	Topic
Jan	Review Plan for Annual meeting; Annual mtg prep; assignments, reports
Feb	Orientation & Training; review goals; Council policy manual; performance objectives
Mar	Planning Retreat;
April	Focus topic: Review Risk Related Issues: Misconduct; Safety, Facilities; Insurance
May	Ministries Planning: start, stop; continue; revise
June	Ministry area review: e.g. Education; Outreach or Evangelization
July	3 Yr Vision budget update
Aug	Miscellaneous topic from annual retreat
Sept	Stewardship Ministry Review
Oct	Policy book review; nominating committee
Nov	PC Self evaluation: How are we doing?
Dec	Finalize budget for annual meeting

10/20/2014

66

Improved Meetings

Tips

Question

67

- Think of a good meeting / parish council meeting.
What made it good?

Clergy Input

68

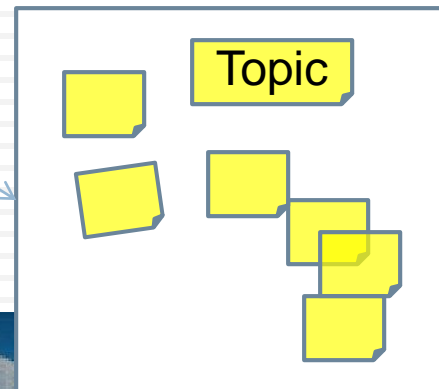
- “Anyone sitting in on PC meetings should have a sense that the meeting reveals the Kingdom of God -- as the Liturgy is supposed to.
- The work of the people of God in the liturgy is not separate from the work of the council.”

Meeting Practices: Facilities

69



White wall!



Lose the table!



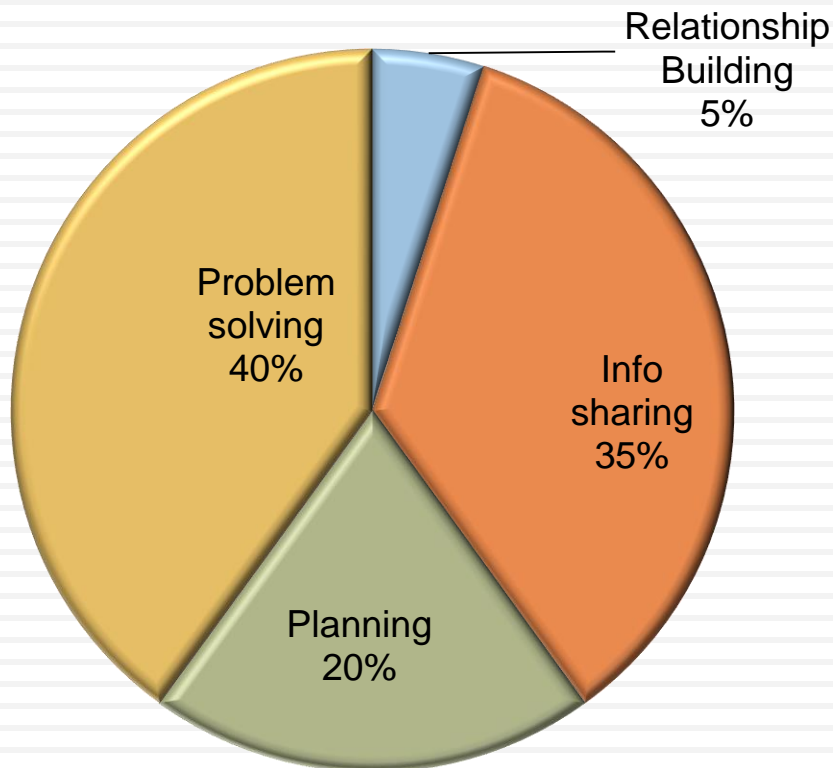
Toolbox
with tools



Evaluate Time Use In Meetings

70

What is Your Parish Council Meeting Target Time Allocation ?



After Action Review

- What worked? What didn't? How can we improve?
- Isolate one thing – target next meeting; remind at start
- Process improvement goal

Meeting Symptoms

71

- Start late
- End late
- Seem to achieve nothing
- Boring
- Limited participation
- Dominant/ Overbearing personality
- Generate hard feelings
- Cover same things; revisit issues/decisions
- People don't enjoy the meeting

- Facilitator; control
- “Balance advocacy with inquiry”
- “Let’s hear from others”
- “Acknowledge previous ideas before you speak”

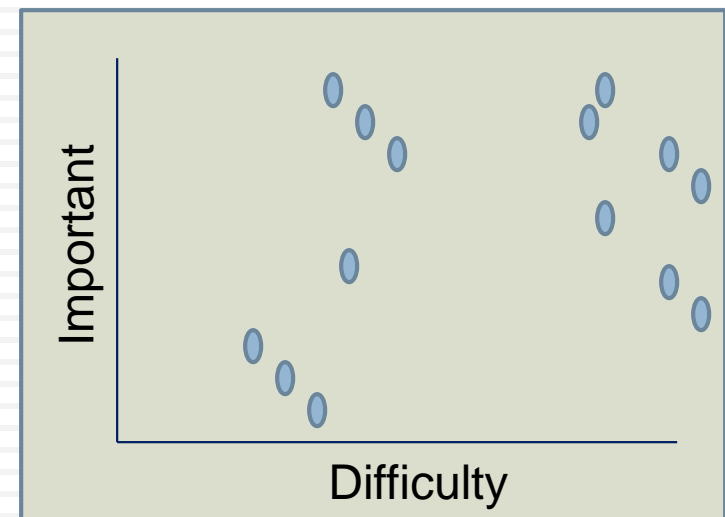
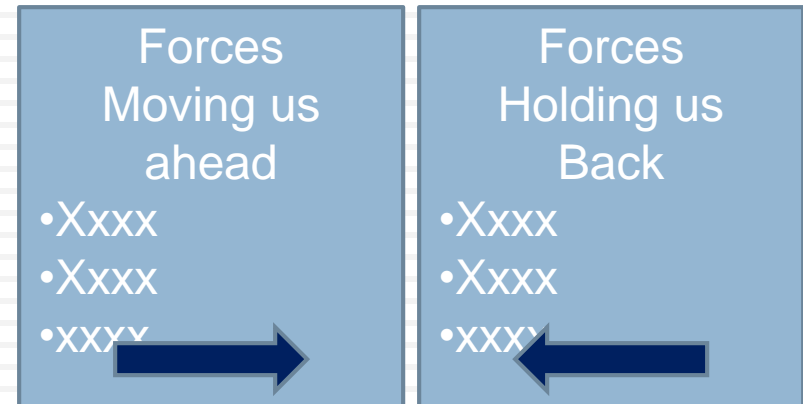
- Be aware of differing personal traits & their relationship to topic types.
- “Reflectors”/Conceptualizers
- Actors/Implementers

Simple Process Tools

72

- Ask “Why” - 5X (recursively)
- List obstacles... then discuss
- Replace brainstorming with ‘brainwriting’
- “What happens if we do nothing?”
 - ▣ Worst? Most Likely?
- “What one thing would we change about this solution?”
- Dot voting
- \$100 test

Force Field



Blend Facilitating AND Chairing

Parish Council Meetings

73

Facilitating



- Process centric
- Content neutral
- On feet/ flip chart to summarize & focus attention
- High quality group decisions
- Helper and enabler - support others to achieve exceptional performance.

Chairing



- Not content neutral
- Often make decisions -- and consequently own the outcome
- Often place little emphasis on process tools.
- Use at beginning for agenda review, minutes, reports

Facilitation at a Glance

74



session leader
standing



Flip chart



Everybody "in"

Lose the table

Hybrid Meetings

75

Facilitate When

Increase participation

Shift ownership

Get members to make decisions

Get members to create action plans

Chair When

Review past minutes and agenda items

Exchange Information

Hear members report back

Discuss next steps

Root Cause: Start Late

76

- Inconvenient start time
 - ▣ Always done it this way
 - Afraid to try new things
- Poor communication of start time
 - ▣ Poor communication mechanisms
- (Some) members don't want to attend
 - ▣ Members may be poor fit for parish council
 - Don't enjoy group work
 - Conflict with another member
 - ▣ Members hold group in low esteem
 - Nothing gets accomplished
 - Lack agenda
 - Someone high-jacks the group
 - Can't stay on topic
 - The group does not work on things they (certain members) value
- Some members are congenital late arrivers

Limit Roberts Rules

77

- Lose it –or tone down considerably
- Often keeps body from expressing itself –getting to desired “center”/conclusion

Use a Consent Agenda

78

- Divide agenda into 2 parts –consent and discussion agenda
- Consent portion includes actions w/o discussion. Essential routine things PC must act on –then get on to discernment, strategy, oversight.
 - ▣ Approval of minutes; Most reports; Shift money from one budget to another; Empower treasurer to open a new account; Adjust deductibles on insurance; Certify parish delegates to a meeting etc.
- Packet ahead of time.
- Chair... ‘you’ve all received packet –does anyone wish to move an item from consent agenda to discussion agenda?’ (If yes move it.)
 - ▣ Anything not moved can then be approved en masse. In favor? Opposed/ All consent items are approved.
 - ▣ Never discuss a consent item. Either **approve it or move it** to discussion section.
- **Members must be prepared.**
- Only reason to present a report orally is to prep for a discussion of it. This is different from taking PC time so that “everyone knows what’s going on.”

Council and Meeting Orientation

79

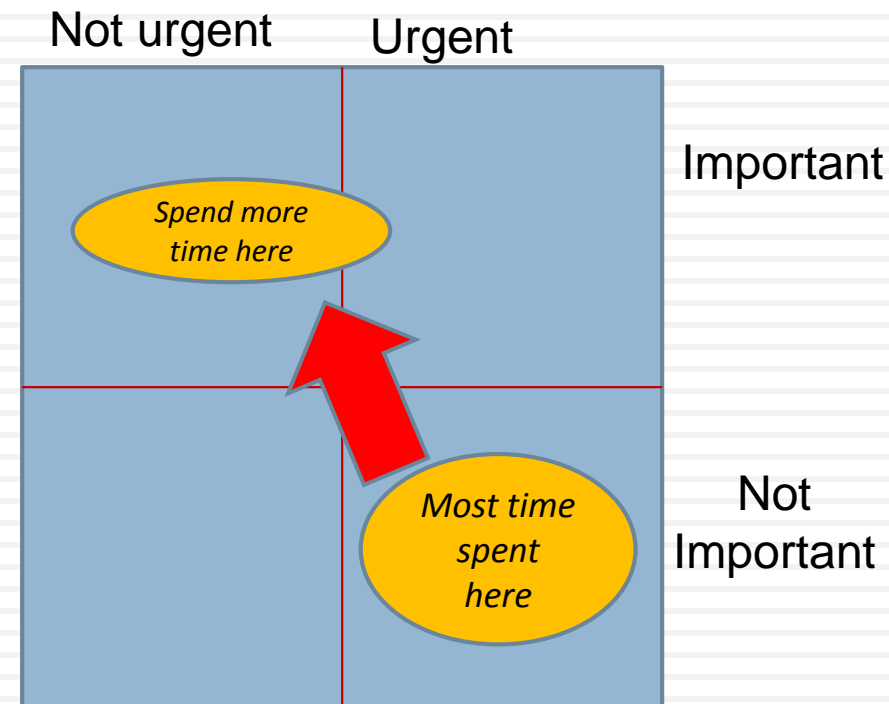
- Roles, responsibilities, expectations, covenant
- First meeting orientation
- Meeting Behavior
 - Focus on what is right not who is right.
 - Balance inquiry and advocacy
 - Share the floor
 - Establish norms of behaviors – What would NOT be acceptable here
- Rules of Consensus

Content issues

Differentiate between...

80

- ❑ Important vs. Urgent
- ❑ Long term & short term
- ❑ Action vs. reflective
- ❑ Maintain a census of 'emerging issues'
 - ❑ topics that are bubbling up – need more discussion; not ready for decision.



Other Meeting Practices

81

- Vary meeting purpose
 - Dedicated topics.;
- Occasional dinner meetings
- Change venue
- Harness the internet
 - Before and after
 - Summary notes --quickly

Other Meeting Practices

82

- Open with daily scripture reading -- discuss
- Pastoral Matters

“We have a permanent line item on the agenda called "pastoral matters", which implicitly reminds the council that they have a pastoral role without having to harp on it and people have always responded. While this never reveals items of an inappropriate nature, it usually takes the form of a review of new members or inquirers who might need more attention from council members, *whom I gently encourage to think in terms of having a duty to these people as council members*; it also gives a minute to update the council on prayer needs, and even prompts them to share their own.

Our meetings can go long, but we almost always end them with a litany related to the people or matters raised in the pastoral section of the meeting.”

Consensus in Decision Making

-

Sobornost

84

- Opposed to authoritarianism
- Conveys sense of harmony and unanimity
- Liturgy expresses a call to an entirely consensual unanimous praise of God -- *not a call to vote*

Consensus

85

- A group process of seeking substantial though not necessarily unanimous agreement on a significant matter. The group strives to attain a conclusion which all can support, even if some still disagree.
- Consensus can be described in the following way:
 - ▣ "I understand what most of you would like to do. I personally would not do that, but I feel that you understand what my alternative would be. I have had sufficient opportunity to openly share my thoughts and feelings. I feel that I have been listened to, but I clearly have not been able to sway you to my point of view. Therefore, I will support what most of you wish to do."

Role of Consensus

86

- Useful Phrases for Discerning Consensus:
 - ▣ Does everyone accept this decision?
 - ▣ Is anyone opposed to this decision?
 - ▣ Can everyone live with this decision?
 - ▣ Can everyone support this decision?

Benefits of Making Decision by Consensus

87

- ❑ Greater sense of parish unity
- ❑ Improved morale and parish culture
- ❑ Increased productivity and quality of work
- ❑ Reduced cost in terms of time and resources



88

Break Out Discussion

Clergy Laity Tension

Clergy Laity Tension

89

- We broke into two groups. Clergy and Laity.
- Each group was asked to provide inputs to the other on how to reduce clergy laity tension.

Laity Feedback to Clergy

Reducing Tension

90

- Stop
 - Playing favorites among council members
 - Resisting change
 - Making negative comments to people
 - Being autocratic
 - Making overly broad interpretations of what is reserved for the priest (alone) to decide
 - Treating laity as second class
- Start
 - Open lines of communication
 - Make kind and loving input
 - Being constructive
 - Appreciating skills and experience of various lay members
- Continue
 - Recognizing stressful situations
 - Trusting
 - Respecting
 - Occasionally saying “I was wrong”

Clergy Feedback to Laity

Reducing Tension

91

- Stop
 - ▣ Coming to meetings with chips on shoulders
 - ▣ Fighting within the team
 - ▣ Hidden agendas
- Start
 - ▣ Being open & honest about what you really think
 - ▣ Knowing scripture/church teachings better
 - ▣ Living a fuller liturgical life –more than Sunday
 - ▣ Being respectful to priest and others in meetings
 - ▣ Seeing this as a team
 - ▣ Watch discourse; learn to be more dispassionate
 - ▣ Come prepared to discuss business intelligently
 - ▣ Consensus is inspired by the Holy Spirit –not mechanical processes.

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Wrap Up

Parish Council Covenant Final Exam

Final Exam

93

"Final Exam" – Ministry of the Parish Council

1) The three most oft cited problems/issues for parish councils as indicated by attendees are:

_____, _____, _____.

2) The term most often used to describe improper Orthodox parish governance in America is _____.

3) The three most significant factors influencing the rise of *congregationalism* in Orthodox parishes were: _____.

4) Three important secular influences on Orthodox churches in America were:

1) _____, 2) _____,
3) _____.

5) Some factors leading to continued *congregationalism* today are:

1) _____
2) _____

Parish Council Covenant

94

- Discuss in your parish Council
- Adapt and adopt

Parish Council Leadership Covenant

Roles, Responsibilities and Behaviors

We, the Parish Council of _____, adopt the following set of expectations and responsibilities in order to:

- Establish a sense of excellence in the parish
- Strengthen the leadership role of our parish council.

We pledge to do our personal and collective best to fulfill these duties.

In collaboration and cooperation with and under the guidance of the Parish Rector, we will:

1. Model Orthodox Christian Behavior –

Realizing that we are seen by other parishioners as stewards and parish leaders, we will...

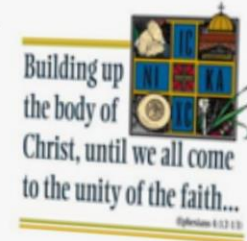
- Model good Christian behavior.
- Come to church! Vespers, feast days and (virtually) every Sunday.
- Maintain ourselves in good sacramental standing.

2. See Ourselves Not As Owners But Stewards –

We will behave not as owners of this parish but as stewards – managing the resources, gifts and mission of the parish in service of our Master Jesus Christ. We see the church as the Body of Christ - not a business or even a non profit institution.

3. Offer Generous Financial Support –

We will support the parish with a meaningful, generous, financial pledge. We will help parishioners to understand the



Implementation Suggestion:

1. Discuss at a parish council meeting
2. Pare down the list to only include the most important, valuable items to your parish.
3. Adopt the list as your leadership covenant at first meeting of Parish Council
4. Identify 1-2 areas of particular emphasis for the coming year.
5. Review the areas of focus quarterly. "How are we doing?" How can we do better?
6. Review the entire document annually.

Action Items

95

- Identify at least two functional improvement to your parish council by ____.
 - ▣ 1-2 General Practices and Behavior(non meetings)
 - ▣ 1-2 meeting related practices

Feedback

96

- ☐ Most valuable?
- ☐ Least valuable?
- ☐ 1-10 rating

THE END

10/20/2014

Thank You for Your Attention