Presenter

Joseph Kormos

- Orthodox Parish Development
  - 8 years
  - 85 Orthodox parishes
  - 25+ multi-parish workshops & webinars
- Useful parish & professional experience
Series Goal: Better Parish Councils

FROM
Parish Fire Department

TO
Shared Leadership Body
Pre-Survey Summary

37 Responses; 82% from Laity

- Unclear mission
- Job: money management (“B3”)
- Lack link to ministry
- Lack urgency
- Rut: Same problems monthly/annually
- Poor meeting results

Surprise?

• Hard to recruit;
• Same people serve yearly
Tonight’s Topics

1. Parish Tension
2. Recruiting Council members
3. Fiduciary Duties
4. Small Parish Issues -- Change
5. New member engagement
6. Beyond “B3”
7. Connect Council with Ministry
Parish Tension

Clergy – Laity

Cross Cultural
Stop, Start, Continue

Clergy Group

Laity Group
Feedback: Parish Council Laity to Clergy

- **Stop**
  - Approve *everything!* Really!
  - Overly broad definition of ‘priest only’ topics
  - Apparent disinterest in council work
  - Resisting change
  - Playing favorites
  - Making negative comments
  - Being autocratic
  - Treating laity as second class

- **Start**
  - Help *us* discern vision
  - Appreciating skills & experience of various lay members
  - Understand basic business practice
  - Open lines of communication
  - Make kind and loving input

- **Continue**
  - Recognizing stressful situations
  - Trusting
  - Occasionally saying “I was wrong”
Feedback: Clergy to Parish Council Laity

- **Stop**
  - Hidden agendas
  - Majoring in minors. Think big “picture”
  - Expecting Church to be guided by business paradigm.
    - Business of Church: “Make Saints”
  - Coming to meetings w/ chips on shoulders
  - Fighting within the team
  - Waiting to be asked -- do it.

- **Continue**
  - To build one another up in Christ, help the weaker brethren
  - Occasionally saying “I was wrong”

- **Start**
  - Understand your “vocation”
  - Think of the Church as Sacrament - not as a building.
  - Be worthy of delegation.
  - Be open & honest about what you really think
  - Know church teachings better
  - Come to church –Sunday +
  - Being respectful in meetings -to priest & others
    - Watch discourse; be more dispassionate
  - See this as a team
Basic Governance Principles
Orthodox Ecclesiology

1. Eucharistic Assembly
2. Bishop is source of authority, fullness & unity.
3. Clergy and Laity collaborate
4. No separation: Spiritual & Material
5. Conciliarity
Basic Governance Principles

More detail...

- **Eucharistic Model**
  - Paradigm & fulfillment of all activities in the church – including governance
  - Grace filled, Christ centered – not just group gathered for common purpose >> doing a job!
  - Liturgy expresses consensual, unanimous praise of God. Not a call to vote.
  - Requires clergy & laity
  - Liturgical “president” also presides in administration.
  - One Holy, Catholic, Apostolic >> model applies to all things done in the church.

- **Authority lies with Bishop**
  - Source of fullness and unity; stands in the stead of Christ
  - Presides over Liturgy – as well as material aspects of the church. He is the leader of all.
  - Parish & Diocese need to exhibit fullness of church; Parallel admin. structure of parish & Diocese
  - Priest is designated as the Bishops deputy, acting with his authority in the parish, as its leader.

- **No Separation of Spiritual & Material.**
  - It is one church. Teaching us to seek Kingdom of God while living in world. We deal with material matters through eyes & teaching of the Church. “Temporal matters” are not “different”.
  - In Eucharist collection reminds us that material blessings are linked to God. We offer bread & wine (representing regular & special material blessings) on “behalf of all and for all” -- to commune with God to help God’s kingdom to be at hand here on earth.

- **No Clergy & Laity separation.**
  - Nothing in history of Church to suggest a concept of separation between spiritual (clergy) and material (laity) authority.
  - All are laos – people of God; Each needs the other; All are necessary parts; Have different roles
  - NOT: laity as passive receivers; clergy as active givers
  - No private liturgies; laity are necessary & have important jobs; so to in parish administration

- **Conciliarity**
  - Consensual unanimity of the Eucharistic gathering also applies to the life outside the liturgy.
  - Implies -- harmony & unity; Opposed to authoritarianism or individualism or democracy
  - Describes a desirable, appropriate form of decision making in the body of Christ. In the liturgy we do not vote! (“...that with one accord we may confess...”)

Ministry of the Parish Council Webinar Series

2/10/2016
Responsibility Authority Chart

- List issues/decisions/tasks
- Who owns decision/responsibility
- Auxiliary roles
  - “Must approve”
  - “Must be consulted”
  - “Must be informed”
- Rationale

Responsibility / Authority Chart

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<tbody>
<tr>
<td></td>
<td>Priest? (P)</td>
<td>Parish Council? (PC)</td>
<td>Specific ministry? (M)</td>
<td>How should others be included? (Priest, Parish Council and/or Ministry)</td>
<td>Principle/rationale</td>
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<td>1. xxxxxxxxxxxx</td>
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<td>2. xxxxxxxxxx</td>
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<td>6. xxxxxxxxxx</td>
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If interested request doc. from Joe Kormos
Diffusing Tension

**Dialogue**

- Open questions invite conversation before decision.
- Practice with council then parish
  - Council retreat
- New topics
  - Important not urgent
  - Longer time horizon
  - Require opinions and values
Recruiting Council Members

“How to get good potential parish leaders to feel the importance of wanting to make the time to be on the parish council?”
Encouraging People to Serve

- Ask –
  - “Why Not?”
  - WWIT? (What would it take...?)
  - Cite specified need

- List reasons

- Consider recruitment failing as impetus to improve

- ‘Fix steps’
- ‘Boring meetings’
- Interact with ______.
- “I’ve put in my time”

- Lack engagement
- ‘Consumers’
Actions

Encouraging People to Serve

1. Publicize
   - Council purpose
   - Better meetings & “good practices”
   - Less firefighting; envelope stuffing

2. Tee up Big picture questions
   - “Town halls”
   - Annual Meeting

3. Not entry level position
“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 ~

A Parish Council Priority!

*Leader Development Subcommittee?
Fiduciary Duties
## Fiduciary Duties

<table>
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<tr>
<th>Duty of Care</th>
<th>Duty of Loyalty</th>
<th>Duty of Obedience</th>
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</thead>
<tbody>
<tr>
<td>• Act as Steward</td>
<td>• Act with faithfulness to best interests of parish</td>
<td>• Act consistent with central parish goals</td>
</tr>
<tr>
<td>• Exercise diligence, care, skill</td>
<td>• Parish interests before personal or professional</td>
<td>• Manage donated $ to fulfill parish mission.</td>
</tr>
<tr>
<td>• “Ordinarily prudent person under similar</td>
<td>• Avoid potential conflict of interest</td>
<td>• Obey laws (fed; state; local)</td>
</tr>
<tr>
<td>circumstances.”</td>
<td>• Never use info. obtained for personal gain</td>
<td>• Follow by-laws &amp; policies</td>
</tr>
<tr>
<td>• Actively participate</td>
<td></td>
<td>• Live up to past commitments</td>
</tr>
</tbody>
</table>
Strengthen Sense of Fiduciary Duty

Possible actions

1. Clarify mission
2. Member Orientation
3. Conflict of interest policy
4. Understand/review by laws
5. Understand laws/legal advisor
6. Advisory sessions - specific issues
7. Policy manual
Council Policy Manual

Intro/Foundational Docs
- Manual Purpose
- By laws
- Mission/vision
- OCA Vision
- Responsibilities
- Election

Council Overview
- Purpose
- Oath
- Expectations
- Fiduciary

Meeting Protocol
- Frequency
- Norms
- Presiding
- Meeting Practices

Standing Committees
- Governance
- Leader Dev
- Strategic Plang
- Misconduct Safety

Policies
- Governance
- Financial
- Facilities use
- Misconduct/safety

Planning docs
- Current Budget
- 3 year budget
- Priorities – short/long
- Retreat summary

Ministries
- Worship
- Bldg/ & Grnds
- Stewardship
- Communication
- Fellowship
- Outreach

See Handouts

Ministry of the Parish Council Webinar Series
Small Parish Considerations

“Talk about issues facing ‘small parishes’”
Small Parish Considerations

- Many types of “Small Parishes”
  - Old/ New
  - ↑ or ↓ or ↔
- Possible unique issue
  - No priest
  - Or, frequent clergy change

- 70% of webinar series material applies.
- Much may not be top priority
- Structure for parish you want to become
Small Parish Council

*Emphasis*

- Set a good example
- 3-4 people can make a difference
- Surviving >>> thriving
- One talent steward
Small Parish Council

- Change Agents

“But we’ve always done it this way.”
Is this what we want? Why like that? World changed; new needs; inherited; Look back to look forward.
Small Parish Council

Agents of Change

<table>
<thead>
<tr>
<th>From</th>
<th>...To</th>
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</thead>
<tbody>
<tr>
<td>Passive</td>
<td>Active</td>
</tr>
<tr>
<td>Money &amp; Members</td>
<td>Mission &amp; Ministry</td>
</tr>
<tr>
<td>“Preserve” “Survive”</td>
<td>“Thrive”</td>
</tr>
</tbody>
</table>
First Step

*Increase Readiness for Change*

- **Motivation**
  - Define “gap”
Gaps and Motivation

Leaders: Help to draw a contrast between today and a preferred future

Motivator: 
Push -- Crisis

Current

Desired

Motivator: 
Pull -- Vision
Gaps and Motivation

Take a risk!

Current

Desired

Capability Barrier

Context Barrier

Gap
Gaps Create Anxiety

Anxiety 2
Fear, shame, guilt associated with NOT learning anything new
Fear of NOT crossing the road
(“If you don’t learn to cross the road you will never get anywhere.”)

Anxiety 1
Fear of learning some new thing -- appears too difficult or disruptive
Fear of crossing the road.

Anxiety 2 > Anxiety 1 =
Motivates Learning/Action/Change
In Words...

1. **Face facts**/ reality -- how does your parish look today?
2. Define **what you want to look like** *in plain language* in ~ 5 years.
3. Project **how you will look** in future with same approach as in past. ("business as usual")
4. Clarify the **gap** between your probable and desired future. Including **capability and context barriers**
5. Identify **what needs to change** to close the gap.
6. **Determine if a broad group** in the parish can/will become enrolled in this new effort via behavior/actions/practices.
7. Identify what the **first step(s)** is.
8. **Get started!**
Intergenerational Ministry

*Small Parish Secret Weapon*

- Assist young mother
- Invite opinions
- Expand social groups
- 2-3 generations
- Study groups
- Contests
- Prayer groups

Lunch
“What is parish council (and other’s) role in helping to incorporate new people into the life of the parish?”
<table>
<thead>
<tr>
<th>Ministries</th>
<th>Worship</th>
<th>Formation</th>
<th>Christian Service</th>
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<tbody>
<tr>
<td></td>
<td>• Sacristan</td>
<td>• Youth</td>
<td>• Charity Neighborhood</td>
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<td></td>
<td>• Prosphora</td>
<td>• Adult Education</td>
<td>• Charity International</td>
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<td></td>
<td>• Church Decoration</td>
<td>• Church School</td>
<td>• IOCC</td>
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<td></td>
<td>• Choir</td>
<td>• Prayer Groups</td>
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<tr>
<td>Evangelization</td>
<td>• Speakers Bureau</td>
<td>Governance</td>
<td>In-reach/Fellowship</td>
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<td></td>
<td>• College Programs</td>
<td>• Parish council</td>
<td>• Meals/Visits/Assistance</td>
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<td></td>
<td>• Events</td>
<td>• Finance</td>
<td>• Social</td>
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<td>• Leader development</td>
<td>• Men/women/demographic</td>
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<td>• Retreats &amp; Forums</td>
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<tr>
<td>Property</td>
<td>• Cleaning</td>
<td>Stewardship</td>
<td>New Member Incorporation</td>
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<td></td>
<td>• Maintenance</td>
<td>• Annual campaign</td>
<td>• Welcome visits</td>
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<td></td>
<td>• Landscape</td>
<td>• Gift planning endowment</td>
<td>• Newcomer materials</td>
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<td>• Planning/Architectural</td>
<td></td>
<td>• Mentoring/friend finding</td>
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<td></td>
<td>• Giftedness assessment</td>
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<tr>
<td>Communications</td>
<td>• Website</td>
<td>Needs &amp; Celebrations</td>
<td>Youth</td>
</tr>
<tr>
<td></td>
<td>• Newsletter /Bulletin</td>
<td>• Coffee hour</td>
<td>• Meetings</td>
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<td>• Directory</td>
<td>• Celebrations /meals</td>
<td>• Projects</td>
</tr>
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<td></td>
<td></td>
<td>• Kitchen</td>
<td>• Trips</td>
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<td></td>
<td></td>
<td>• Small groups</td>
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New Member Incorporation/Engagement

- *Not* automatic
- Parish’s responsibility
- Encouragement “rate” varies
- Begins before membership
- On-going process
- Deeper than “introduction”
Applies (in different ways) to...

New
- Converts
- Transfers
- Reverts

Current
- Teens entering adulthood
- Empty nesters
- Passives
- Marginals
- Faders
- Dropouts
People do not leave at random “82% of those who drop out of a new church do so within the first year.”
First Six Months

“Can I make friends here?”
More friends less drop out
“Can I fit in?”
demographics, needs, interests, concerns
"Does parish really want me?"
Invited to participate

People aren’t looking for a friendly church – but a friend.
Second Six Months

“New friends vs. previous?”

*Quality not quantity – depth of relationship*

“Does group meet my needs?”

*Benefit > cost/time/inconvenience*

“Contribution important?”
Additional Orthodox Perspective

Looking for a place *live out their faith*... can they do this in your parish?
## Different Perceptions

<table>
<thead>
<tr>
<th>New Members</th>
<th>Older Members</th>
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<tbody>
<tr>
<td>Needs being met in their life</td>
<td>Relationships with those in the church</td>
</tr>
<tr>
<td>Enthusiastic about present parish</td>
<td>One/more disillusioning experiences</td>
</tr>
<tr>
<td>Outsiders, little sense of belonging</td>
<td>Earned their sense of belonging</td>
</tr>
<tr>
<td>Future-oriented</td>
<td>Past-oriented</td>
</tr>
<tr>
<td>Open to change</td>
<td>Status quo</td>
</tr>
<tr>
<td>Strong positive feelings toward present priest</td>
<td>“I remember Father Nick...”</td>
</tr>
<tr>
<td>Not attached to the present building</td>
<td>see the building as a “sacred place”</td>
</tr>
</tbody>
</table>
“How to frame the work of the parish council as spiritual activity as opposed to accounting and housekeeping. How do you tear down the wall of priest looking after spiritual and PC looking after temporal?”
Total Mission/Spiritual Role

1. Deal with spiritual in meetings: “Pastoral matters”
   Formation segment

2. Talk about council purpose: total mission

3. Parish Council Covenant

4. “How did we learn about Parish Council practice?”
   Word of Mouth

5. Clergy: learn material/business
Connect Council with Ministry
Connect Council with Ministry

1. Structure -- Assigned liaisons or ministry driven
2. Planned reviews
   "How can we help?"
3. Budget Planning
4. Ministry Fair
5. Parish Council Ministry Grants

Don’t micromanage!
Implementation
Call to Action

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”

Use series as training/certification for council members.
Final Exam

“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) ___________________________
What If...

- Parish Councils were...
  - A center of *inspirational* parish leadership
  - Recognized by all as *exemplary* parish stewards.
  - Actively moving the parish to *face forward* to a brighter future
- An atmosphere of *trust, hope & collaboration* existed between priest and council.
- Council members *grew & deepened* their faith.
- Energized with a new vitality... meetings seemed *shorter* than they actually are!
- The parish’s best people see value & honor in serving on council.
THE END

2/10/2016

Thank You for Your Attention
Summaries of Previous Sessions
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 N. America due to...

- Leadership vacuum
  - Bishop accessibility; Temporary assign’ts; Leadership skill; Distance
- Orthodox turmoil
  - Toth Schism; Jurisdictionalism
  - Nationalism; Ethnicity; Communism
- Secular influences
  - Lay Societies; 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”

<table>
<thead>
<tr>
<th></th>
<th>Trusteeship/ Congregational</th>
<th>Eucharistic/Conciliar/ Stewardship/ Hierarchical</th>
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</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>Parish exists for “us”; On its own; for its own “Sovereign” --Diocesan responsibility “optional”</td>
<td>Exists For Christ; To do work of Christ in the World</td>
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<td>Constituent part of Diocese ; Mandate to exist from hierarch; One, Holy, Catholic &amp; Apostolic</td>
</tr>
<tr>
<td>Attitude</td>
<td>Legalities , Membership, Voting, Motions, Dues, Entitlement, Ownership</td>
<td>Stewards Sojourners Eucharistic Consensus</td>
</tr>
<tr>
<td>Priest</td>
<td>Employee Hired specialist</td>
<td>Leader of parish; appointed by hierarch Authority flows from Hierarchal authority</td>
</tr>
<tr>
<td>Parish Council</td>
<td>Material issues only – bills/building/budgets Priest:“Spiritual advisor” Elected “officers” &amp; trustees</td>
<td>Focused on TOTAL MISSION of parish Priest is leader; Material &amp; Spiritual concerns Collaborative; Co -responsible; Shared Leadership</td>
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Session 1
Summary

Parish Models
A Comparison
PC Purpose
The Parish Council is a shared leadership body that is co-responsible under the rector’s guidance for the health & vibrancy of the parish. Working together they are stewards of the parish’s ability to fulfill its total mission.
In addition to overseeing the parish’s God given resources, the council must discern priorities, drive change and enliven vital parish ministries.

Council Responsibilities & Tasks
**Oversight**
1. Stewards of God’s Resources: $, bldgs.; safety; policy

**Vision & Planning**
2. Express parish mission
3. Synthesize Opportunities & Challenges
4. Articulate a Future Vision & Priorities
5. Be agents of change
6. Encourage urgency & Intelligent, risk taking
7. Connect to Larger Church & community

**Stimulate/Enliven Ministry**
8. Define necessary ministries & provide resources
9. Structure parish structure to empower ministry
10. Drive accountability

PC Member Behaviors & Expectations
1. Christ followers; members
2. Generous support $ & time
3. Communicate / know parish
4. Contribute in meetings
5. Personal Ministry Engagement
6. Nurture trust & calm
7. Future centric

Fiduciary Responsibilities
1. Duty of Care
2. Duty of Loyalty
3. Duty of Obedience

Structure Options
- Connect governance with ministry w/o micromanaging
- Enable change/decisions
- Appropriate to future size
- Be attractive to your best people.
- Avoid minutiae.
- Balance urgent/ important; immediate/ future.

PC Healthy Habits & Practices
1. Improvement mentality
2. PC Covenant
3. Every member engaged
4. Policies /Best Practices Manual(s)
5. Annual planning retreat
6. Goals/Key Priorities
7. 3-5 year vision budget
8. Council orientation session
9. Health orientation session
10. Dialogue sessions
11. Grade your paper
12. Get help

Governance and Ministry

**Governance**
*Parish Council: Fiduciary; Bigger Picture; Longer term*
- Resource Oversight
- Planning
- Ministry Definition.

**Standing Committees**
Governance ◆ Nominations ◆ Strategic plan’g ◆ Leader devel. ◆ Finance/ Budget/Audit ◆ Parish gatherings ◆ Misconduct.

**Ministry**
*Doing; Bias toward action*
- Secretarial
- Building/ Grounds
- Stewardship /Gift planning
- New Member Engagement
- Worship
- Communications
- Fellowship
- Christian Formation/Youth
- Active Service
- Evangelization

Session 2 Summary
Summary Session 3

Free Up Time
1. Guard agenda
2. Consent agenda
3. No $ report every month
4. Pre-reading; expect preparedness
5. Evaluate time use in meetings
6. Establish behavioral norms

Meet "Impact"

Commit to Improve
1

Greater Impact
1. Theme/ Target Outcome
2. Process Tools
3. Facilities
4. Hybrid agenda
5. Pastoral time
6. Check in
7. Annual calendar
8. Consensus
9. Limit Roberts
10. Post review
11. Communicate to parish

Better results
Same time

Same Results
Less Time

Meeting Duration

Current