

**Exercise:**  
**“*Ex Corde Ecclesiae*”**  
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**Course:** MGT 360  
**Title:** Management and Organizational Behavior (3 units)

“There is nothing so practical as a good theory.”  
---Kurt Lewin (1890-1947)

## **Purpose**

The purpose of this exercise is to learn to apply the many components of strategy to a current organizational problem.

## **Step 1. Reading**

The following article is from:

Supiano, B. (2011), “U.S. Bishops Begin 10-Year Review of ‘Ex-Corde’”, The Chronicle of Higher Education.

The numbers in parentheses have been added by the instructor for use later. For now, just ignore the numbers in the parentheses, and read the article as you would normally.

January 21, 2011

# **U.S. Bishops Begin 10-Year Review of 'Ex Corde'**

By Beckie Supiano

The United States Conference of Catholic Bishops is beginning its 10-year [review](#) (1) of *Ex corde Ecclesiae*, a Vatican document created to guide Catholic colleges (2). The review will take the form of conversations (3) between the presidents of Roman Catholic colleges and the bishops who lead their dioceses (4).

Released by Pope John Paul II (5) in 1990, *Ex corde* raised questions (6) for colleges about Catholic identity, academic freedom, and institutional autonomy (7). The U.S. bishops approved an application document describing how to carry out *Ex corde*, which

went into effect in 2001 (8). The 10-year review, called for in the application document, is to be completed this year.

Archbishop Timothy Dolan of New York, the president of the conference, and Auxiliary Bishop Thomas J. Curry of Los Angeles, chairman of the Committee on Catholic Education (9), sent instructions for the review (10) to bishops and presidents by e-mail this week. Bishops are to initiate a conversation (11) with each president in their dioceses, which will take place between February and June. The bishops will then discuss those conversations among themselves at their regional meetings (12). Minutes from those discussions will be presented to Archbishop Dolan.

The bishops and presidents will base their conversations on five questions that were suggested by a working group of presidents and bishops (13), and approved by the conference's Committee on Catholic Education this past November. The questions were modeled on those used in the [five-year review](#) of *Ex corde* but also include some changes, such as an additional question about how to continue the dialogue between bishop and president. "It's not intended as an exercise for this year only," said Auxiliary Bishop Walter J. Eadyvean of Boston, who led the working group. "The intention is that this would stimulate continued and ongoing relationships." (14)

The five questions are also more closely linked to the application document (15). The question on incorporating the norms of the application document reflects a change in tone as well. In the five-year review, that question included one example: the [mandatum](#), a controversial requirement of church law that theologians teaching at Catholic colleges get a "mandate"—an acknowledgment that a professor teaches "authentic Catholic doctrine"—from their bishop (16).

The new set of questions mentions the *mandatum*. But this time, it is included in a nonexhaustive list of other categories, like "communicating Gospel values, service to the poor, social justice initiatives, and ecumenical and interreligious activities." (17)

The working group pulled those examples from the application document.

"That was very intentional," said Michael Galligan-Stierle, president of the Association of Catholic Colleges and Universities and a member of the working group. As the working group studied *Ex corde* and the application document, he said, it was clear to them that the *mandatum*, while important, was one of a series of norms, and they wanted to convey that in the question (18).

That change reflects the group's feeling that concerns about the *mandatum*—which has been seen by some as a threat to academic freedom—have died down, said the Rev. Dennis H. Holtschneider, president of DePaul University and a member of the working group. "Some of the fear is gone, and that's no longer the issue," Father Holtschneider said. (19)

Another question, which deals with Catholic colleges' service to the church and society, was designed to convey "that the bishops appreciate the role of the Catholic university," Bishop Edyvean said (20).

Over the last 10 years, relationships between bishops and presidents have improved (21), Father Holtschneider believes, though he acknowledged that while some of those relationships are close (22), some are distant (23), and a few are tense (24). But in general, presidents have come to believe that their bishops understand that there may be limitations to how closely their colleges can meet those norms, he said. (25)

And the bishops, Father Holtschneider said, see signs (26) that institutions are taking their Catholic nature seriously: Many colleges have added vice presidents for mission, and departments of Catholic studies.

Mr. Galligan-Stierle sent an e-mail about the 10-year review to all the presidents of Catholic colleges Thursday saying they would discuss the process in a closed-door session at the association's upcoming annual meeting (27).

## Step 2. Matching Exercise

For each parenthetical number in the text, select the term on the left that best describes this strategic task or activity.

Strategy Term	Number in parentheses
Alignment	
Attunement	
Buy--in	
Brainstorming	
Change	
Communication	
Conflict	
Delphi technique	
Environmental Constraints	
Evaluation	
Feedback	
Focus Group	
Leadership	
Learning	
Measures of Success	
Mission	
Organizational Autonomy	
Process	
Product Autonomy	
Specialization	

Steering Committee	
Strategic Formulation	
Strategic Implementation	
Strategic Plan	
Synergy	
Top Management Team	
Vision/Values	

## **Discussion**

We will consolidate the questions and issues during the class session.