

JAMES H. ALPHEN

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*A committed Christian with a lifelong vocation
to champion gospel-centered transformation in church and society.
An experienced facilitator, attentive to dynamics of social location
and steadfast in practices of inclusion and mutuality;
A passionate leader, versatile educator, and accomplished nonprofit executive
with diverse domestic and international experience
who has achieved success through dedication, collaboration, and innovation.*

Professional Experience

Principal, JHA Consulting, Salem, New Hampshire; 1999-Present

An interdisciplinary consulting practice in service to churches and other faith-based nonprofit organizations

In partnership with clients and informed by inclusive values that name and address misogyny, racism, homophobia, and other forms of privilege and oppression, JHA Consulting offers design, facilitation, and evaluation services in five practice areas:

Transforming Conflict

- Facilitating collaborative conversations for constructive change
- Empowering participants to own process and reach win/win outcomes
- Guiding process to meet needs, acknowledge harm, and restore justice

Leadership

- Improving governance effectiveness
- Facilitating challenging meetings
- Coaching for individual leaders, boards, staff, and committees

Liturgy

- Facilitating liturgical formation for ministers and communities
- Teaching preparation of intercessions and other liturgical texts
- Resourcing preparation of special liturgies

Formation in Faith and Ministry

- Designing lifelong formation systems for dioceses, religious institutes, and other church organizations
- Facilitating formation for lay ministers, bishops, deacons, and presbyters

Lifelong Learning in Faith-Based Organizations

- Designing lifelong learning and performance management systems for organizations
- Facilitating performance improvement for staff, teams, boards, and committees
- Aligning individual and group performance with mission

Clients have included church communities, nonprofit organizations, federal government agencies, and individual professionals.

Executive Director, National Organization for Continuing Education of Roman Catholic Clergy, Chicago, Illinois, 2002-2012

Provided executive leadership for achieving strategic priorities, delivering member services, managing program operations, and administering National Office of membership association serving those responsible for ongoing formation of priests and presbyterates, their dioceses and religious communities, and other constituencies in ongoing clergy formation community. Major accomplishments included:

- Launched breakthrough project to transform ongoing formation of priests from marginally effective cost center to mission-essential investment by articulating new outcomes-based conceptual framework and sound pedagogical practices;
- Brought innovative joint-venture research-driven dialogue process to priests and bishops of 20 dioceses;
- Achieved surplus two straight years only four years after inheriting chronic deficits;
- Collaborated with other national Catholic ministry associations to establish annual Leadership Forum for chief governance and executive officers.

Education Program Coordinator, *National Association of Pastoral Musicians*, Washington, DC, 2000-2002

Managed nationwide professional development programs for international association serving church musicians and pastoral liturgy community. Originally contracted as independent consultant to stabilize this program; offered staff position after successful program cycle. Major accomplishments included:

- Collaborated with local program host to offer innovative pricing scheme calibrated to local market that resulted in record number of registrations;
- Provided technical assistance that enabled organization to advocate about major policy initiative affecting Catholic Church liturgical practice throughout USA.

Associate Director for Education Programs, *College and University Personnel Association*, Washington, DC, 1998-1999
Now College and University Professional Association for Human Resources

Designed and managed expanding menu of professional education offerings in diverse formats and media for international association serving human resources community in higher education. Major accomplishments included:

- Collaborated with other nonprofit organizations to establish Washington-area Distance Learning Coalition;
- Managed introduction of 400-member network of virtual advisory groups to guide National Office in developing programs, products, and services aligned with association's mission, values, and strategic objectives.

Training Administrator, *Federal Reserve Bank of Boston*, Boston, Massachusetts, 1996-1998

Directed expanding Bank-wide human resource development services for over 1,200 employees in Boston and Windsor Locks, Connecticut. Major accomplishments included:

- Designed and facilitated rollout curriculum for Bank's new Performance Management Program: over 40 workshops for senior management, department managers, and supervisors;
- Participated in project teams to design Bank's diversity education strategy, to lead Bank's "mission and values" communications initiative, and to enhance procurement services for training and development in the nation's 12 Federal Reserve Districts.

Assistant Director for Training, *Boston University, Enrollment Services*, Boston, Massachusetts, 1981-1994

Built and directed comprehensive training and development system for eight-department business unit, championed quality service initiatives, and facilitated other work systems improvement and organization development projects. Major accomplishments included:

- Transformed employee orientation process; developed strategic partnerships with managers and forged joint ventures with related business units to foster culture of learning; and collaborated with university's human resource management office to upgrade institution-wide staff training;
- Managed introduction of work systems improvement initiatives that upgraded service delivery by reducing processing times and improving accuracy, timeliness, and effectiveness of client communications while achieving substantial operating cost savings.

Other Professional Positions:

- **Center for Pastoral Liturgy, The Catholic University of America** (Washington, DC), 1978-1983:
Columnist, *Life GIFTS* newsletter for parish worship leaders
Contributor, *The Saint Andrew Bible Missal*, 1982 edition; *From Ashes to Easter: Lenten Renewal for the Churches*, revised edition, 1979
Consultant on Center programs and projects
- **Trainer** and consultant in Catholic church leadership development initiative for University of Maryland, European Division (*now University of Maryland University College Europe*), Heidelberg, Germany, 1980
- **Liturgist Coordinator** for Star of the Sea Church, Marblehead, Massachusetts, 1974-1979
- **Supervisor** of office services at law firm of Howrey, Simon, Baker, and Murchison, Washington, DC; promoted from internal position; 1972-1974
- **Parish Liturgist and Religious Education Assistant** for Saint Patrick Church, York, Pennsylvania, 1971-1972
- **VISTA Volunteer** in York, Pennsylvania, 1971

Education

Master of Theological Studies *summa cum laude*, Boston University School of Theology, 2018

Boston Theological Institute Certificate in **Religion and Conflict Transformation**

Transferred in teach-out cohort from **Episcopal Divinity School**, concentration in **Feminist Liberation Theologies**

Awarded Episcopal Divinity School William H. Lincoln Prize for excellence in reading at liturgy, 2017

MBA with concentration in Public and Not-for-Profit Management, Boston University Graduate School of Management, 1995

BS in Languages, Georgetown University, 1970

Summer Program in French, University of Dijon (France), 1968

Graduate coursework in ritual studies at Boston College and in education at Boston University

Basic proficiency in French, German; experience with diverse software applications, computing platforms, delivery media

Professional Affiliations

New Horizons, NFP, 2017-present

- Co-Founder, Vice President, and Treasurer

American Academy of Religion, 2017-present

Student Executive Committee, Episcopal Divinity School, 2015-2017

- Student Representative on Board of Trustees Finance Committee, 2016-2017

National Leadership Roundtable on Church Management, 2006-2012:

- Research Subcommittee on Management, 2006-2008

Association Forum of Chicagoland, 2004-2012

Leadership Forum for National Catholic Ministry Associations, 2005-2011

American Society of Association Executives, 2005-2011

National Association of Pastoral Musicians, 1999-2011

American Society for Training and Development, 1981-2002, 2007-2008, 2010-2011:

- Co-director for National Conference Activities, Educational Institutions Industry Group, 1988-1989
- Vice President for Operations, Massachusetts Chapter, 1988
- Chair, Legislative Affairs Committee, Massachusetts Chapter, 1985-1987

Education Consortium of Boston, Federal Reserve Bank of Boston representative, 1996-1998

United Way of Massachusetts Bay, Management Task Force, 1992

Cathedral of the Holy Cross (Boston, Massachusetts), Renovation Design Committee, 1987-1989

Massachusetts Association of Student Financial Aid Administrators, Training Committee, 1981-1984

Marblehead Ministerial Association (Marblehead, Massachusetts), 1974-1979

- President, 1978-1979

The Liturgical Conference, 1974-1979

Chapel Renovation Advisory Committee, Georgetown University, 1972-1975

Publications

PUBLISHED WORKS INCLUDE:

- "Toward Sustainable Stewardship of a Community's Worship." *Pastoral Liturgy* 45, no. 6 (Nov.-Dec. 2014): 17- 18.
- "Performance Management and Ongoing Formation of Priests." *Best Practices in Catholic Church Ministry Performance Management*, edited by Charles E. Zech, 91-104. Lanham, Maryland: Lexington Books, 2010.
- "News and Views on Training and Public Policy." *NETworking* (journal of the American Society for Training and Development, Massachusetts Chapter) 1, no. 1 (Fall 1988): 3.
- "Mass. ASTD Legislative Affairs Committee." *The Training Scene* (newsletter of the American Society for Training and Development, Massachusetts Chapter), Feb. 1986, 1, 3.
- "Legislative Affairs Committee." *The Training Scene*, Oct. 1985, 9.
- "Future of Higher Education Act in Doubt." *The Training Scene*, Oct. 1984, 2.
- General Intercessions for three Sundays in Lent and Easter 1979. Edited by Rev. Henry Fehren. *Liturgical Prayer: A Journal of the General Intercessions and Other Contemporary Prayers* 8, no. 1 (Spring 1979): 6, 8, 19.

EDITORIAL CONTRIBUTIONS INCLUDE:

- Provided editorial assistance to the authors for:
Paul L. Cioffi, S.J. and William P. Sampson, S.J. *Gospel Spirituality and Catholic Worship: Integrating Your Personal Prayer Life and Liturgical Experience*. Mahwah, New Jersey: Paulist Press, 2000.
- Contributed "Orientation for Prayer" quotations collected from diverse sources to:
The Saint Andrew Bible Missal. Edited by American Editorial Commission, Center for Pastoral Liturgy, The Catholic University of America. Brooklyn, New York: William J. Hirten., 2000. Translated and adapted from *Missel Dominical de l'Assemblée*. Prepared by Benedictines of Saint-André de Clerlande, Ottignies. Turnhout, Belgium: Editions Brepols, 1981.
- Prepared, assembled, and edited orders of prayer and prayer texts for:
From Ashes to Easter: Lenten Renewal for the Churches, rev. ed. Edited by Rita Claire Dorner, O.P., Center for Pastoral Liturgy, The Catholic University of America. Washington, D.C.: The Liturgical Conference, 1979.