

NAZARENE THEOLOGICAL SEMINARY
Church Leadership and Administration
Fall, 2007 Evening Module

INSTRUCTOR INFORMATION

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COURSE DESCRIPTION

A study of the dynamics of leadership and administration of the total programs of the local church. Through lecture, discussion, projects, case study reviews, and research the students will gain a working understanding of competencies for effective pastoral leadership.

COURSE TEXTBOOKS

Berkley, James, D. *Leadership Handbook of Management and Administration (Seventh printing)*. Grand Rapids: Baker Books, 2001.

Carroll, Jackson W. *God's Potters: Pastoral Leadership and the Shaping of Congregations*. Grand Rapids: Eerdmans Publishing Company, 2006.

Cladis, George. *Leading the Team-Based Church: How Pastors and Church Staff Can Grow Together In a Power Fellowship of Leaders*. San Francisco: Jossey-Bass, 1999.

Kouzes, James & Posner, Barry. *The Leadership Challenge (Third Edition)*. San Francisco: Jossey-Bass, 2002.

Maxwell, John. *The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want To Follow*. Nashville: Thomas Nelson, 1999.

In addition to the above named texts, students will purchase and complete the *LEAD Instrument* developed by the Center for Leadership Studies. This is a leadership inventory designed to measure task versus relationship orientation.

COURSE OBJECTIVES

The Church of the Nazarene has established competencies that must be met for Ordination within the denomination. The competencies that relate to this class are listed below. Other denominations and theological traditions will have similar objectives for ministerial preparation. Students from other denominations and theological traditions that require additional competencies are encouraged to discuss the need to address these requirements with the professor.

1. Ability to identify the directives of the *Manual* of the Church of the Nazarene that pertain to the organization and ministry of the local church and to the responsibilities of the pastor at local and district levels. (CN-29)
2. Ability to explain the governance systems of the church at local, district and general levels. (CN-30)
3. Ability to write an integrative philosophy of ministry that will answer "why I do what I do when I do it". (CP-4)
4. Ability to provide oversight of one's ministry using management skills including servant leadership, conflict resolution, and administration. (CP-5)
5. Ability to manage ministry resources of one's ministry (time, human, financial, etc.) in a way consistent with a church's size and characteristics. (CP-6)
6. Ability to conceive and articulate purpose, mission, vision, and to develop strategic plans in ways that strengthen a unified vision. (CP-7)
7. Ability to develop team building skills, identify and cultivate spiritual gifts, recruit volunteers, empower laity, diagnose and intervene in problems. (CP-8)
8. Ability to appropriately manage personal and church finance. (CP-9)
9. Ability to prepare, organize, and deliver a biblically sound basic scheme of administrative oversight in culturally appropriate ways, using appropriate techniques and skills. (CP-22 Administration)
10. Ability to develop and utilize existing ministry forms (such as facilities management and safety assessment, personnel development, basic recordkeeping, maintaining church policies, etc.) by which individuals, families, and congregations may be formed into Christlikeness. (CP-23 Administration)
11. Ability to assess and implement emerging approaches to administration in light of enduring theological (Bible, doctrine, philosophy) and contextual (history, psychology, sociological) perspectives. (CP-24 Administration)

In addition, I have established my own objectives for the course. The number in parenthesis at the end of the objective corresponds to the objectives of the M. Div. program as listed in the Catalog. At the conclusion of the course, the disciplined, serious student will be able to:

1. Understand that administrative leadership in the church is a ministry function and not an aside to “real ministry.” (# 5)
2. Articulate biblical and theological foundations for administration in the church. (# 2 & 3)
3. Demonstrate a developing personal philosophy of ministry, particularly relating to administration, in light of the need of the church to meet the contemporary challenges of allocating and utilizing available resources in the 21st century. (#4 & 5)
4. Distinguish among theories of leadership -- trait theories, behavioral theories, situational theories, transformational/charismatic theories, and contextualized theories. (#3)
5. Articulate the issues that distinguish leadership within the church from secular leadership while appreciating the similarities between the two. (#3 & 6)
6. Comprehend and begin developing the twelve competencies expected of pastoral leaders. They include the minister as student, servant, person of moral character, shepherd, visionary catalyst, change agent, problem solver, delegator, team builder, planner, manager, and administrative overseer. (#1, 4, 5, & 6)
7. Leave NTS to lead congregations that are focused, organized, and resourced toward the fulfillment of their mission. (#1, 4, 5, & 6)

COURSE REQUIREMENTS

1. **Class Participation and Attendance:**
Students are expected to attend all class sessions and to be on-time.
2. **Reading:**
Students are required to read four of the five texts (Carroll, Cladis, Kouzes & Posner, and Maxwell) prior to the first class session. Submit a book report using the format displayed in the book report guideline sheet attached. These four reports may be submitted via Blackboard in advance of the start of the course, but are due no later than the first day of class. Berkley is to be read and reported on no later than the last day of the module. The report is to follow the same format as the other four and may be submitted in person or through the Blackboard assignment tool. Please do not submit any electronic work as an attached e-mail.

3. **LEAD Instrument:**

Students are to review the LEAD materials, take the inventory, and be prepared to report to the class on the results during the class session in which this topic is discussed. (See the calendar later in the syllabus.) There are no “right or wrong” scores. Full credit will be given for completion of the instrument, regardless of the score.

4. **Philosophy of Ministry:**

Submit a personal philosophy of ministry no later than day three of the course. (It is assumed that each student in the class will have written a philosophy of ministry in earlier classes or during undergraduate work. This previous work may be submitted for this assignment, edited and/or re-written.) This assignment must be typed and no more than three pages in length. It should answer, in part, the question, “Why I do what I do when I do it.” It should be the kind of document you could present to a church or other religious organization that was considering you for a ministry assignment. (If you plan to pastor, it should reflect pastoral concerns; if you plan to be a staff member, it should reflect staff ministry concerns; if you plan to be a chaplain, it should reflect your thoughts about chaplaincy ministries; etc.). Students are also to submit a revised personal philosophy of ministry no later than 6 weeks following the end of the module. (See the calendar later in the syllabus.) Revisions to the original philosophy are to be noted in *italic type* and deletions noted with a ~~strikethrough~~. At the end of the paper discuss in roughly 500 words what changes there are in the philosophy of ministry that have been brought about because of the discussions and learning of this class. The philosophy statements may be submitted in person or through the Blackboard assignment tool. Please do not submit work as an attached e-mail.

5. **Leadership Case:**

Much of the course will concentrate on twelve leadership behaviors (competencies) expected of pastoral leaders. Each student is to select one of the competencies and write a 750 to 1000 word case study on the topic. It is preferred that the case come from your own experiences, but it may be fictional, if you prefer. It must identify issues covered in the lecture and facilitate the class in developing the skill in question. Cases are due on the date on which the topic in question is being covered in class. (See the calendar later in the syllabus.) Bring enough copies to share with the entire class. The twelve competencies are: student, servant, person of moral character, shepherd, visionary catalyst, change agent, problem solver, delegator, team builder, planner, manager, and administrative overseer. More than one person may author a case as a group project with permission of the professor. Case topics are assigned on a first-come, first-served basis. E-mail the professor ASAP with your topic choice.

6. **Board Meeting Analysis:**

Attend a Church Board meeting at your local church. Write a reflection paper on the experience and submit the report no later than 6 weeks following the end of the module. (See the calendar later in the syllabus.) The report may be submitted in person or through the Blackboard assignment tool. Please do not submit work as an attached e-mail. The report is to be eight to ten typewritten pages in length. It should use a standard research

paper title page and begin with a paragraph describing the meeting particulars – when, where, who, how long the meeting lasted, etc. Please use titles for participants rather than personal names. Following this opening paragraph, the paper should have six clearly defined sections:

- A. *Information for decision making* – analyze the agenda, reports from committees, reports from pastoral staff, treasurer’s report, etc., for clarity, usability, and integrity.
- B. *Structures* – describe, analyze, and assess how the group organized itself to do its work. That is, did the group follow formal structure, proper parliamentary procedures, etc., or was the group more informal in its processes?
- C. *Relationships* – assess interactions between pastor, staff members, and group members. Did everyone have opportunity to speak or did a few dominate the process?
- D. *Effectiveness* – analyze the productivity or outcomes of the meeting in light of the agenda and other stated goals for the meeting.
- E. *Theological Reflection* – evaluate the process and outcomes of the meeting in light of your Biblical and theological understandings of ecclesiology, spiritual leadership, uses of power, etc.
- F. *Recommendations* – suggest ways the meeting could be improved in light of the five areas of analysis listed above.

7. **Leadership Interview:**

Interview a leader whom you consider to be “effective,” write a 3 page report on your findings. Submit the written report no later than 3 weeks following the end of the module. (See the calendar later in the syllabus.) The report may be submitted in person or through the Blackboard assignment tool. Please do not submit work as an attached e-mail.

8. **Final Exam:**

The final comprehensive experience will be a single essay that must be written within a two hour time period not before October 16 and not after October 19. The essay is to be written on the topic, “The Spiritual Ministry of Leadership and Administration” and should demonstrate the student’s understanding of theological and biblical foundations of pastoral leadership as well as provide evidence that the student is aware of the range of church administrative responsibilities. The essay should not exceed seven pages, typed, double spaced. The essay may be written at any location with books, notes, articles, etc, and, if desired, a skeletal outline. Please cite resources properly. DO NOT pre-write the essay prior to sitting down to complete this assignment. The exam may be submitted in person or through the Blackboard assignment tool and must be submitted no later than October 19.

NOTE: No credit will be given for late assignments unless arrangements have been made with the professor IN ADVANCE.

GRADING PROCEDURES

Participation	100 points
Five Book Reports (40 points each)	200 points
Completion of LEAD Instrument	50 points
Initial Philosophy of Ministry	25 points
Revised Philosophy of Ministry	75 points
Reflection Paper on Board Meeting	150 points
Case	150 points
Leadership Interview	150 points
Examination	<u>100</u> points
Total	1,000 points

900 - 1000 points	A
800 - 899 points	B
700 - 799 points	C
600 - 699 points	D
Below 600 points	F

Grades on written assignments will be based 85% upon content, 5% upon form and style, and 10% on grammar and punctuation. Each grammatical and spelling error will reduce the grade by one half of one percent up to a maximum of a ten percent reduction.

COURSE OUTLINE/CALENDAR

- 1. Session One – August 27**
 - Introduction to the Course and the Topic
 - Syllabus
 - Biblical and Theological Foundations
 - History of the Leadership Field
 - Definitions
 - Secular and Church Leadership Distinctives
 - DUE:** Four Book Reports

- 2. Session Two – August 28**
 - Introduction to the Course (Continued)
 - Interpreting the LEAD Scores
 - Finding Effective Pastors
 - Leadership Behaviors
 - The Minister as Student
 - DUE:** LEAD Instrument, Student Case

- 3. Session Three – August 29**
 - Leadership Behaviors
 - The Minister as Servant
 - The Minister as A Person of Moral Character
 - DUE:** Initial Philosophy of Ministry, Servant Case, Moral Character Case

- 4. Session Four – August 30**
 - Leadership Behaviors
 - The Minister as Shepherd
 - The Minister as Visionary Catalyst
 - DUE:** Shepherd Case and Visionary Catalyst Case

- 5. Session Five – August 31**
 - Leadership Behaviors
 - The Minister as Change Agent
 - The Minister as Problem Solver
 - DUE:** Change Agent Case and Problem Solver Case

- 6. Session Six – September 3**
 - Leadership Behaviors
 - The Minister as Delegator
 - The Minister as Team Builder

DUE: Delegator Case and Team Builder Case

7. Session Seven – September 4

Leadership Behaviors

The Minister as Planner

DUE: Planner Case

8. Session Eight – September 5

Leadership Behaviors

The Minister as Planner Continued

The Minister as Manager

DUE: Manager Case

9. Session Nine – September 6

Leadership Behaviors

The Minister as Administrative Overseer

DUE: Berkley Book Report, Overseer Case

Assignments Due Post Module:

Leadership Interview Due September 28

Revised Philosophy Due October 19

Board Meeting Analysis Due October 19

Final Exam Due October 19

Church Leadership and Administration
Fall 2005

Book Report

Student _____ Date _____

Book Title _____ Author _____

Percentage of Book Read _____ %

Thesis or Purpose: (One Paragraph of not more than 50 words)

Insight #1 Learned: (List)

(One Paragraph on how this will help you in ministry)

Insight #2 Learned: (List)

(One Paragraph on how this will help you in ministry)

Insight #3 Learned: (List)

(One Paragraph on how this will help you in ministry)

Quotes: (Give 5 quotes with page number and a couple of sentences explaining why you thought this quote was important.)