



Nazarene Theological Seminary

1700 E Meyer Blvd • Kansas City, MO 64131 • 816/268-5400

URB765: Urban Ministry Practicum: Non-Profit Management Spring, 2012

Essential Information

Please refer to the following resources for information essential for the successful completion of courses and degree programs at Nazarene Theological Seminary. Links to these resources are available in the Essential Information section at <http://support.nts.edu>.

- NTS Mission Statement & Purpose Degree Objectives
- Tips for online learning success
- NTS library services
- NTS textbook information
- Online technical requirements and Moodle support information
- NTS Student Handbook including statements on quality of work, plagiarism, and academic probation
- *Handbook for Inclusive Language*

Instructor Information

Professor of Record: Fletcher Tink, PhD
Office: (816) 268 5496
Office Hours: 9-5

Email: fltink@nts.edu

Class Sessions

Mondays, 6-9 Starting February 6, 2012

Catalog Description

This practicum focuses on basic principles of non-profit management. These include areas of determining needs, creating effective mission and vision statements, comprising necessary legal documentation, developing fundraising principles, grant-writing skills, personnel and administrative issues, program design, business ethics etc. for non-profit organizations, including compassionate ministry centers and church plants.

Course Narrative & Rationale

The traditional Christian institutional models of ministry are being supplemented or modified by the broader roles that they are being given in society. As such, this seminar is a practicum, that is,

not just theoretical exposure to, but also practical examination of, and exercise in the development of Christian healthy institutions that minister both evangelistically and wholistically to a variety of human and societal needs. Members of the seminar will learn, evaluate and practice exercises of management such as vision setting, start up, fund-raising, grant-writing, governance, personnel issues, fund-raising, public relations, feedback and evaluation.

Degree Objectives for the MDiv Degree

1. Mature knowledge of God and self, attained through practices of Christian formation and personal discipline, exhibited in the following outcomes; the student will:

- a. Articulate self-knowledge of personality characteristics, strengths and weaknesses especially in light of non-profit leadership management
- b. Engage individual traits for growth in personal devotion, relationships of integrity, and ministry effectiveness in non-profits.

2. Articulation of the knowledge of this God through prayerful, scholarly study and a deepening understanding of the Christian Scripture of the Old and New Testaments, exhibited in the following outcomes; the student will:

- a. Identify the basic storyline of Scripture in reference to compassionate ministries
- b. Identify key theological themes on compassion as they arise from Scripture
- c. Understand the formative power of Scripture in shaping corporate and personal responses to human need.
- d. Appropriate Scripture to personal and corporate servanthood both in and beyond the church

3. Cultivation of gifts, practical skills, and vocational identity as a minister of the Gospel of Jesus Christ through engagement in and reflection on the pastoral arts of servicing human need, exhibited in the following outcomes; the student/graduate will:

- a. Facilitate the formation of a non-profit of faith as the called and gathered, centered in Christ, and sent people of God
- b. Model and facilitate Christian witness and spiritual transformation in the non-profits created
- c. Communicate effectively in written, spoken, artistic, and other forms the value and purpose of non-profits
- d. Engage the holistic nature of the church in compassionate ministries
- e. Lead in such a way as to develop the leadership potential in others for CM service

5. Understanding of local and global diversity through the investigation of cultural contexts, to enable the Church to proclaim effectively and to embody the mission of God, exhibited in the following outcomes; the student/graduate will:

- a. Articulate the missional nature of the Christian non-profit
- b. Exegete a community and its needs
- c. Exegete aspects of society including ethnicity and culture to ascertain where non-profits can minister
- e. Participate in the stewardship of Christian service

Objectives of the MA(TS) Degree

The overall goal of the MA(TS) curriculum is the personal and educational development of students through participation in the worshipping and learning community of the seminary in such a way as to deepen their understanding of the God of Christian faith and the life and mission of the Church, compassionate ministries and further prepare them for Christian service.

GENERAL ACADEMIC TRACK

- 1. Students will develop a comprehensive knowledge of the major theological disciplines and their interrelationships, necessary for responding to human need.
- 2. Students will demonstrate the ability to use the theological disciplines to reflect on and engage the world as informed, thinking, Christian persons.

Objectives of the MACFD Degree

The MACFD Degree Program affords participating students opportunities to meet the following ministry objectives:

- 1. Appropriate and enhance the student's ecclesial understanding of the Word of God, the heritage of the faith, the doctrines of the church, and the fellowship of believers, sufficient to enable him or her to deepen a personal commitment to God and service to others and to inform a passionate, vital, and redemptive non-profit ministry.
- 2. Develop a practical theology of Christian ministry consistent with his or her theological heritage and vision of the transformed life, including non-profit ministry
- 3. Discern the various developmental and cultural forces that influence people's lives in their growth along the life course, and design appropriate ministry strategies, such as non-profits that fors persons into ongoing faithful disciples
- 4. Learn the complexities and creative potential inherent within social contexts that influence leadership practice, particularly within staff ministry and agencies.
- 5. Exhibit a capacity and desire for growth in the context of non-profit ministry through research and leadership; demonstrating a spirit of integrity, openness, cooperation, and care in ministry.

Objectives for the MAIS Degree

The intended learning outcomes of the program include the following:

1. Graduates will participate in God's mission and the ministries of the global Church from a Wesleyan/Holiness missiological perspective, including non-profit ministries.
2. Graduates will demonstrate the integration of theological convictions and cultural sensitivity in order to foster individual and social transformation, including non-profit ministries.
3. Graduates will demonstrate sensitivity to cultural and ethnic diversity for building relationships in multicultural contexts.
4. Graduates will articulate, communicate, and contextualize the essential affirmations of the Christian faith in a cross-cultural and non-profit setting.
5. Graduates will demonstrate skills, knowledge and networks of relationships to pursue vocations that engage the mission of God globally, including non-profits
6. Graduates will value the importance of spiritual formation, in both its personal and communal dimensions, in a variety of cultural settings.

Course Outcomes

As an outcome of the course, the student should. . .

1. Be able to identify the difference between Church and a Christian non-profit. This will be acquired through the lecture, field visits, readings, practicum involvement, semester project, and resource notebook compilation. Assignments #3-6
2. Be able to articulate the rationale for the Christian role of non-profit organizations. This will be acquired through the lecture, field visits, readings, practicum involvement, semester project, and resource notebook compilation. Assignments #3-6
3. Be able to see the link between Biblical images of "compassion", and non-profit organizational initiatives of contemporary Christians. This will be acquired through the lecture, readings, practicum involvement and semester project. Assignments #3-5
4. Be able to articulate the history of the rise of non-profits within Christian witness. This will be acquired through the lecture, readings, semester project. Assignments #3-5
5. Understand the motives, the principles, the legal issues, the resourcing that bring non-profits into existence and, given the opportunity, be able to replicate these efficiently. This will be acquired through the lecture, field visits, readings, practicum involvement, semester project, and resource notebook compilation. Assignments #3-6
6. Understand how the Church of the Nazarene deals with non-profits, encourages them, and monitors them. This will be acquired through the lecture, field visits, readings, practicum involvement, semester project, and resource notebook compilation. Assignments #3-6
7. Know the current literature, government documents, and reporting systems necessary to conduct a non-profit. This will be acquired through the lecture, readings, practicum involvement, semester project, and resource notebook compilation. Assignments #3-6
8. Know when to move from a non-legalized charitable enterprise to a 501 (c)(3). This will be acquired through the lecture, readings, practicum involvement and resource notebook compilation. Assignments #3, 4 and 6
9. Be able to reference leaders within the denomination and the community known for successful leadership of non-profit organizations. This will be acquired through the

- lecture, field visits, readings, practicum and resource notebook compilation. Assignments #3 and 6
10. Understand the advantages, perils, unique to non-profit management. This will be acquired through the lecture, field visits, readings, practicum involvement, semester project, and resource notebook compilation. Assignments #3-6
 11. Develop the personal spiritual characteristics that allow for successful non-profit management. This will be acquired through the lecture, readings, practicum involvement, and semester project. Assignments #3-5
 12. Assess one's own gifting related to this field of ministry. This will be acquired through the readings, practicum involvement, semester project, and resource notebook compilation. Assignments #3-6
 13. Learn the skills of resourcing for non-profit ministry. This will be acquired through the lecture, field visits, readings, practicum involvement, semester project. Assignments #3-5

Required Texts & Course Materials

Jones, Laurie Beth: *Jesus CEO: Using Ancient Wisdom for Visionary Leadership* ISBN #978-0786881260, Hyperion

Wolf, Thomas: *Managing a Nonprofit: Update Organization in the 21st Century.* ISBN #9781451608465, Free Press

Tink, Fletcher, et al: *Best Practices for Compassionate Ministry Centers.* Unpublished, Provided by the Professor

Recommended Texts & Course Materials

An extensive bibliography will be made available during the first class session related to the topic at hand.

Course Outline

The schedule may be adjusted somewhat to accommodate guest speakers

Week of Feb 6	Personal Introductions, Presentation of Syllabus, Introduction to the Topic "Becoming Passionate and Purposeful":
Week of Feb 13	"Dreaming Dreams: A Case Study of Chuck Sailors" Guest Lecturer: Chuck Sailors
Week of Feb 20	"Twelve Steps to Creating a Ministry" <i>Book Review on Jones due</i>

Week of Feb 27	“A Theology of Management” <i>Presentation of Practicum Proposal</i>
March 3 and 4	Kansas City Urban Immersion: Two complete days
Week of March 5	“Developing a Vision, Steps Taken” <i>Second Book Review on Wolf due</i>
Week of March 13	“Assessing Personal Skills”
Week of March 20	Reading and Research Week: No Class
Week of March 27	“Mobilizing Resources: Legal, Financial and Personnel Issues
Week of April 3	“Writing Grants and Raising Funds”
Week of April 10	“Managing Resources” <i>Third Book Review Due: Personal Choice</i>
Week of April 17	Visit to the Servant Christian Leadership Foundation <i>Presentation of Project Proposal</i>
Week of April 24	“Problem-Solving and Conflict-Management” <i>Practicum Presentations</i>
Week of May 1	“Feedback and Evaluation” Guest Lecturer: Lorraine Minor
Week of May 8	“Character Issues and Ethics” <i>Major Project Presentations</i>

Course Assignments & Requirements

This seminar will feature lecture, case studies, interviews, site-visits, and assigned practical experiential involvement. The sessions will meet at the offices of the Bresee Institute unless otherwise notified for special engagements and activities.

Seven requirements are stipulated for this seminar.

- 1. Attendance:** All participants are expected to attend the seminar in accordance with the enrollment and grading policy of NTS. If a student is absent four or more weeks of the semester, the professor may automatically fail the student. Daily attendance records must be reported for those obtaining V.A. and Department of Education benefits. Students must make the professor aware if their attendance must be recorded.
- 2. Participation:** All seminar members are expected to engage in discussion and collective assignments in a way that reflects appropriate preparation.
- 3. Readings:** Four books required, with one of your selection. Three of the following four books are to be read within the scheduled dates. Three of the textbooks (along with your selection) are to be reviewed with the review including the aspects of overview, critique, and personal application, giving equal space to each. The review should be from 3-4 pages for each book. The final exam will ask whether all assignments, including additional shorter materials given out in class, have been read.

The assigned textbooks are as follows:

Laurie Beth Jones: *Jesus CEO: Using Ancient Wisdom for Visionary Leadership*

Tink et al: *Best Practices for Compassionate Ministry Centers*

Thomas Wolf: *Managing a Nonprofit Organization in the Twenty-First Century*

An additional 500 pages of reading will be required and reported with names of author, source, titles and number of pages read. This report will be due on the last day of class. These readings will address the course outcomes: #1-13

- 4. Practicum Involvement:** Each participant will be expected to select a Christian organization of primary interest for learning about personal and professional development, and volunteer significant management observation time and/or service for a period of no less than ten hours during the semester. A proposal indicating the rationale for the selection of this organization, with design for how the volunteer hours can best be maximized to instruct and accomplish management goals is to be presented no later than the third session of the seminar. A detailed written report at the end of the assignment will be prepared for all members of the seminar at the time that the oral report of the experience given to the class. This practicum involvement will address the course outcomes: #1-13

5. Semester Project: Each participant will prepare a major project that deals with some significant theme of organizational management. The project should be presented in the form of a management lecture, with appropriate power point or visually-appealing design, i.e. charts, slides, posters, given as though the seminar group was a management board, being convinced of some major shift of management style, objective, or program. The presentation should be about 20 minutes long, worthy of being video-taped for future use. This semester project will address the course outcomes: #1-7, 9-13

6. Resource Notebook Compilation: Each participant will develop a notebook of sample resources, including guides, forms, legal documents, board and committee reports, accounting procedures, tax issues, facility and personnel management procedures, feedback systems, that will service one in the future. This resource notebook compilation will address the course outcomes: #1-2, 5-11, 13.

GRADING

Grading will be based on the following scale:

Attendance and Participation	10%
Reading Report	10%
Reading Reviews (2)	10%
Practicum Involvement and Presentation	30%
Semester Project and Presentation	20%
Resource Notebook Compilation	20%
Total:	100%

Opportunity will be given for bonus credit and alternative assignments. The professor reserves the right to modify grades marginally depending on personal growth in perspectives in class, circumstances that advance or impede learning, commitment to, or active involvement in urban ministry issues. Otherwise, the conventional scale of grading, i.e. 90's an "A", 80's a "B", etc. will apply.

Distribution of Student Learning Hours

	hours
In Class hours	42
Reading	32
Writing, Book reviews, resource book compilation Semester Project	24
Field Trips, etc.	28
Practicum Involvement	10
TOTAL	136

Method for Submitting Assignments

All assignments for courses will be submitted using the corresponding location within the Moodle course.

Form and Style Expectation

Assignments should be presented using the Moodle template, following consistent format that is easy to read, and conforms to any of the formal templates of acceptable written form. Footnotes or endnotes, appropriate bibliographic format, and title pages should be used. Accurate spelling and acceptable grammatical constructions are imperative. Author's name and course title should be included with every assignment.

Policy Regarding Late Work & Missed Exams

Any assignment that is not turned in on the due date will be discounted in accordance to the reasons and context of the assignment. No grade will be deducted by more than a letter grade within 24 hours of the due date. However, all work must be turned in by May 7 to receive any grade. Materials turned in after that time, will be given failure grades.

Inclusive Language

NTS is committed to the equality of women and men. Recognizing that people have often used the English language in ways that imply the exclusion or inferiority of women, NTS urges students, faculty, and staff to avoid sexist language in public discourse, in classroom discussions, and in their writings. All written work presented to meet course requirements must use gender inclusive language.

Course Grading

In accordance with the provisions of the Rehabilitation Act of 1973, NTS is committed to providing students with disabilities the opportunity to participate and benefit from its programs and activities. Accordingly, NTS will make reasonable modifications to its programs and activities to accommodate otherwise qualified students with disabilities, unless such modifications would impose an undue burden on the operation of the particular program or activity or would fundamentally alter the nature or purpose of the program or activity. Students needing accommodations should contact the Office of the Registrar. They also should contact the instructor no later than the end of the first class session to discuss learning needs and adaptive strategies that have been beneficial for the student in the past.

Course Calendar

Date	Week	Assignment
Feb 6	1	
Feb 13	2	
Feb 20	3	Jones Book Review Due
Feb 27	4	Presentation of Urban Proposal
Mar 3-4	5	Urban Immersion Field Visits
Mar 5	5	Wolf Book Review Due
Apr 10	10	Personal Selection Book Review Due
Apr 17	11	Presentation of Project Proposal
April 24	12	Practicum Presentation
May 8	14	Major Project Presentation
May 8	14	Notebook Due
May 8	14	Reading Report Due