

	<p><b>School of Theology and Christian Ministry</b></p> <p><b>CMI 6062 Leadership and Ministry</b></p> <p><b>3 Units</b></p>
<p>Fall 2022</p>	

<p><b>Meeting days:</b></p>	<p><b>Instructor title and name:</b> Mark A. Maddix, Dean School of Theology &amp; Christian Ministry Professor of Practical Theology</p>
<p><b>Meeting times:</b> M, 12-5; T-Th, 8-5, F, 8-12</p>	<p><b>Phone:</b> 619.849.7236</p>
<p><b>Meeting location:</b> Smee, 100</p>	<p><b>E-mail:</b> mmaddix@pointloma.edu</p>
	<p><b>Office location and hours:</b> Smee, 220, 8-5 p.m.</p>
<p><b>Additional info:</b> Online course requirements before and after intensive posted on Canvas.</p>	<p><b>Additional info:</b></p>

## PLNU Mission

### To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service becomes an expression of faith. Being of Wesleyan heritage, we aspire to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

### COURSE DESCRIPTION

A study of biblical, theological and practical understandings of leadership in the Church.

### COURSE LEARNING OUTCOMES

- LO1-Construct a biblical and theological approach to leadership
- LO2-Develop a team-based approach to leadership in multi-ethnic contexts
- LO3-Identify the various models and approaches to leadership in ministry
- L04-Appreciate the role of pastoral leadership with the changing landscape of ministry
- L05-Understand the processes of leading congregational change

## COS LEARNING OUTCOMES

- CP 2 Ability to oversee ministry using management skills including servant leadership, conflict resolution, administration, and team building.
- CP 3 Ability to cultivate, cast and strategically implement vision.
- CP 4 Ability to lead congregations in the biblical stewardship of life resources.

## COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a three-unit class delivered over nine weeks. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their course work. The time expectations for this course are shown below:

### Assignments Total Hours

Required Reading 60	
Online Discussion	15
Writing Reflection Papers	20
Research Paper	5
Week Long Intensive	30
<b>Total</b>	<b>130</b>

## STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow online (distance education) outside of California.

## COURSE SCHEDULE AND ASSIGNMENTS

**1. Discussion/Participation (180 pts).** Students are expected to respond to each course assignment,

to the professor and colleagues at least 2-3 times a week, and be active in the class discussion. (30 Points a week = 180 points). [NOTE: Rubric available under Course Information.]

- 2. Weekly Essays (180pts).** Students are to complete the weekly 250-500 word essays and discussion questions based on assigned readings and lectures. (30 points a week=180 points).
- 3. Leadership Assessment (150 points).** Read McNeal's book, *Practicing Greatness* and as you read the book let it provide a means of personal assessment of you as a leader. Write a 500-750 leadership assessment about how you view yourself as a leader. You are to answer the following questions as a means of self-reflection, and ask two leaders who work with you, or under you, or under to answer these questions:
  - a. What are your strengths and weaknesses as a leader?
  - b. What gets you up in the morning (passion)? What energizes you? Drains you?
  - c. What are your gifts for ministry?
  - d. How do you manage conflict? Avoid, accommodate, collaborate, or confront?
  - e. What are your greatest struggles and joys as a leader?
  - f. How well do you manage yourself? Set boundaries? Emotional and Spiritual health?
  - g. What is your leadership approach? Do you work alone or do you collaborate?
  - h. Describe a situation where you have developed a leader. What did you learn about yourself and the person you developed?
  - i. Describe a situation where you have succeeded in leading a group or a project? What did you learn about yourself and the decision-making process? **Due Week Four, Day Seven.**
- 4. Book Review (100 pts).** Read *Canoeing the Mountains: Christian Leadership in Uncharted Territory* and write a 1000-1250-word book review. The book review should focus on how you understand the changing landscape of leadership and the inherent opportunities and challenges in your ministry context. As you read evaluate your own view of leadership approach and what you may need to shift in order to navigate these changes. **Due Week Six, Day Seven (LO3 & 4).**
- 5. Group Presentation (100 pts).** Based on the reading of Branson's text *Churches, Culture, and Leadership* and Beth Leach's book, *Emboldened* prepare a 20-30-minute group class presentation on what it means to serve in a diverse leadership team in your local ministry context. Be prepared to present for 20 minutes and lead the class in discussion for the remaining 10 minutes. Groups and chapters will be assigned from the book for the class presentation during the course intensive. You only have to read the sections that are assigned to you for the presentation. **Due Week Three during Intensive (LO2, LO5).**
- 6. Theology of Leadership Paper (250 pts).** Write a 1000-1500-word research paper entitled, "A Theology of Leadership and Ministry." This paper should reflect your understanding of the office of the pastor, his or her role as a servant leader, and how your view of leadership relates to your area of ministry. Write this paper from your area of ministry that enhances/develops your theology and philosophy of leadership. Write the paper from the position of a Senior Pastor, or staff member, ministry area, or lay volunteer. Make it fit your individual ministry context. The paper should include at least 6-8 bibliographic references. **Due Week Seven, Day Seven (LO1, LO5).**

- 7. History, Doctrine, and Polity of the Church of the Nazarene.** If you are seeking to get educational credit toward ordination in the Church of the Nazarene, you need to complete this online module as part of the class requirements. The module is worth 30% of your grade. You are to notify the professor that you plan to complete the online module in order for it to be graded.

## Course Schedule

### Week One: Disciplines of Effective Leadership (October 25-31)

1. Autobiography: Write a short biography sharing about your life, ministry, and interest in the course topic and post in Canvas. **Due Monday, Day 1.**
2. Topic 1: Read McNeal chapters 1-3 and write a 250-500-word essay to two of the following discussion questions. **Due Tuesday, Day 2.**
  - What does the author mean by developing disciplines of self-awareness?
  - In what ways does the author focus on personal and spiritual development of the leader?
  - In what ways do you resonate with these disciplines as a leader? What areas are you strong and what areas need to be developed?
3. Write 2 or 3 responses of 75 words to your classmates. **Due Wednesday, Day 3.**
4. Topic 2: Listen to Lecture 1-Disciplines of Practicing Greatness and Read McNeal chapters 4-7 and write a 250-500-word essay on the key points learned. **Due Friday, Day 5.**

### Week Two: The Context and Challenges of Leadership (Nov. 1-7)

1. Topic 1: Read Roxburgh chs. 1-5 and write a 250-500-word essay to two of the following discussion questions. **Due Tuesday, Day 2.**
  - What is the difference between a traditional and missional approach to leadership?
  - How do you go about creating a new imagination for congregational leadership?
  - What is a missional change model and how does it apply to your ministry context?
  - What are some of the challenges of moving to a missional approach to leadership?
2. Write 2 or 3 responses of 75 words to your classmates. **Due Wednesday, Day 3.**
3. Read Roxburgh chapters 6-7 and write a 250-500-word essay summarizing the main points learned from the reading. **Due Friday, Day 5.**
4. Connect with your groups online to discuss your group presentations during the intensive weeks. Post a short response indicating that your group has meet online and that you are working on your group presentation. **Due Sunday, Day 7.** The group assignments are as follows:
  - Group 1-Branson chapters 5-6
  - Group 2-Branson chapters 7-8
  - Group 3-Leach chapters 6-8

- Group 4-Leach chapters 9-10

**Week Three: Nov. 8-12 Intensive at PLNU**

	<b>Intensive Course Schedule, November 8-12</b>
<b>Monday, Nov 8</b>	<b>Theological Foundations of Leadership</b>
12:00-1:00	Lunch in Smee 100
1-2:30	Introduction to Course & Leadership
2:30-3:00	Break
3:00-5:00	Derek Taylor, Center for Pastoral Leadership
<b>Tuesday, Nov 9</b>	<b>Leadership Trends &amp; Missional Leadership</b>
8:00-8:30	Group 1 Presentation, Branson chapters 5-6
9-3:00	Guest Lecturer: Tod Bolsinger (combined with areas pastors) Title: How Not to waste a Crisis: Leadership in a Disrupted World
9-10:30	How Not to Waste a Crisis
10:45-12:00	Leadership for a disrupted world
12:00-1:00	Lunch
1:00-3:00	Resistance and Resilience
<b>Wednesday, Nov 10</b>	<b>Leadership Approaches &amp; Developing Collaborative Teams</b>
8:00-8:30	Group 2 Presentation, chapters 7-8
8:30-9:30	Collaborative/Team Approach to Leadership
9:30-10:00	Break
10-12:00	Servant Leadership
12-1:00	Lunch
1:00-2:30	Special Speaker: Rosa Candida Ramirez, Associate Pastor of Spiritual Formation, La Fuente Church of the Nazarene
2:30-5:00	Servant Leadership Discussion
<b>Thursday, Nov 11</b>	<b>Leadership Context and Change</b>

8:00-8:30	Group 3 Presentation, Leach chapters 6-8
8:30-10:00	Leading for Change
10:00-10-:30	Break
10:30-12:00	Managing Conflict
12-1:00	Lunch
1:00-2:30	Tara Beth Leach, Pastor of Servant Ministry & Missional Life, Christ Church, Oak Brook, Illinois
2:30-3:00	Break
3:00-5:00	Women in Leadership
5:30	Pizza at Mark Maddix's house (2422 Chatsworth Blvd.)
<b>Friday, Nov 12</b>	<b>Organizational Leadership</b>
8:00-8:30	Group 4 Presentation, Leach chapters 9-10
9:00-11:00	Women in Leadership
11:00-12:00	Group Discussion/Wrap Up

#### **Week Four: Leading in Uncharted Territories (Nov. 15-19)**

1. Topic 1: Read Branson chapters 3-4 and write a 250-500-word essay to two of the following discussion questions. **Due Tuesday, Day 2.**
  - What does a missional ecclesiology look like with a diverse group of people? • What are the social constructs of race and ethnicity and how do they impact our relationship in a team context?
  - What does the author mean by *emotional* and *motivational* dimensions of multi-cultural congregations?
2. Write 2 or 3 responses of 75 words to your classmates. **Due Wednesday, Day 3.**
3. Topic 2: Read Leach chapters 1-5 and write a 250-500-word essay. **Due Thursday, Day 5.**
5. **Leadership Assessment Due (150 points).** Read McNeal's book, *Practicing Greatness* and as you read the book let it provide a means of personal assessment of you as a leader. Write a 500-750 leadership assessment about how you view yourself as a leader. You are to answer the following questions as a means of self-reflection, and ask two leaders who work with you, or

under you, or under to answer these questions:

- a. What are your strengths and weaknesses as a leader?
- b. What gets you up in the morning (passion)? What energizes you? Drains you?
- c. What are your gifts for ministry?
- d. How do you manage conflict? Avoid, accommodate, collaborate, or confront?
- e. What are your greatest struggles and joys as a leader?
- f. How well do you manage yourself? Set boundaries? Emotional and Spiritual health?
- g. What is your leadership approach? Do you work alone or do you collaborate?
- h. Describe a situation where you have developed a leader. What did you learn about yourself and the person you developed?
- i. Describe a situation where you have succeeded in leading a group or a project? What did you learn about yourself and the decision-making process? **Due Day Seven.**

#### **Week Five: Thanksgiving Week (Nov. 22-28)**

1. Topic 1: Read Branson chs. 5-6 and write a word 250-500-word essay on the main points of the reading. **Due Tuesday, Day 2.**
2. Write 2 or 3 responses of 75 words to your classmates. **Due Wednesday, Day 3.**

#### **Week Six: Leadership and Change (Nov. 29-Dec. 5)**

1. Topic 1: Read Branson chs. 7-8 and write a 250-500-word essay to two of the following discussion questions. **Due Tuesday, Day 2.**
  - What is the difference between technical and adaptive change?
  - What are the stages of transformation of an organization? How does this apply to your context?
  - What is the leadership triad and how does it apply to your role as a leader?

Write 2 or 3 responses of 75 words to your classmates. **Due Wednesday, Day 3.**

3. Topic 2: Read Bolsinger chs. 1-3 and write a 250-500-word essay on the main points of the reading. **Due Friday, Day 5.**

#### **Week Seven: Leadership Credibility (Dec 6-12)**

1. Topic 1: Read Bolsinger, chs. 4-6 and write a 250-500-word essay to two of the following discussion questions. **Due Tuesday, Day 2.**
  - How do leaders become transformational leaders? What does he mean by technical competence?
  - How do leaders develop credibility as a leader?
  - How do we change organizational culture?
- Based on the authors thesis, in what ways do leaders prepare for the unknown? 2. Write 2 or 3 responses of 75 words to your classmates. **Due Wednesday, Day 3.**

2. Topic 2: Read Bolsinger, chs. 7-11 and write a 250-500-word essay. **Due Friday, Day 5.**

4. **Book Review (100 pts).** Write a 1000-1250-word book review on *Canoeing the Mountains: Christian Leadership in Uncharted Territory*. The book review should focus on how you understand the changing landscape of leadership and the inherit opportunities and challenges in

your ministry context. As you read evaluate your own view of leadership approach and what you may need to shift in order to navigate these changes. **Due Sunday, Day 6.**

**Week Eight: Leadership Development (Dec. 13-22)**

1. Topic 1: Listen to the Lecture “Developing Leaders” and read Roxburgh ch. 11 and write a 250-500 essay regarding the key points learned from the reading. **Due Tuesday, Day 2.**
  
2. Write 2 or 3 responses of 75 words to your classmates. **Due Wednesday, Day 3.**
  
- 3. Theology of Leadership Paper (250 pts).** Write a 1000-1500-word research paper entitled, “A Theology of Leadership and Ministry.” This paper should reflect your understanding of the office of the pastor, his or her role as a servant leader, and how your view of leadership relates to your area of ministry. Write this paper from your area of ministry that enhances/develops your theology and philosophy of leadership. Write the paper from the position of a Senior Pastor, or staff member, ministry area, or lay volunteer. Make it fit your individual ministry context. The paper should include at least 6-8 bibliographic references. **Due Week Seven, Day Seven.**

**REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES**

- Bolsinger, Tod. 2015. *Canoeing the Mountains: Christian Leadership in Uncharted Territory*. Downers Grove, IL: InterVarsity Press. ISBN# 978-0830841264
- Branson, Mark Lau & Juan F. Martinez. 2011. *Churches, Cultures, and Leadership*. Downers Grove, IL: InterVarsity Press. ISBN# 978-0830839261
- Leach, Tara Beth. 2017. *Emboldened: A Vision for Empowering Women in Ministry*. Downers Grove, IL: InterVarsity Press. ISBN# 978-0830845248
- McNeal, Reggie. 2006. *Practicing Greatness: 7 disciplines of extraordinary leaders*. San Francisco: Jossey-Bass. ISBN# 978-0787977535
- Roxburgh, Alan and Fred Romanuk. 2006. *The Missional Leaders: Equipping Your Church to Reach a Changing World*. San Francisco: Jossey-Bass. ISBN# 978-0787983253

**ASSESSMENT AND GRADING**

ASSIGNMENT	PERCENTAGES
Weekly Discussions	20%
Weekly Essays	20%
Leadership Assessment	10%
Book Review	10%
Case/Proposal	15%

Final Paper	25%
<b>Total</b>	100%

### Grade Scale

Standard Grade Scale Based on Points Earned				
A	B	C	D	F
A 930-1000	B+ 870-899	C+ 770-799	D+ 670-699	F ≤ 599
A- 900-929	B 830-869	C 730-769	D 630-669	
	B- 800-829	C- 700-729	D- 600-629	

### INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the at the end of the assigned day when they are due—including assignments posted in Canvas. Late assignments will be result in a 10% reduction. Given that this is a graduate level class, if there are life related reasons why assignments are late, please communicate to the professor.

### PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

### PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See Academic Policies in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

### PLNU ACADEMIC ACCOMMODATIONS POLICY

If you have a diagnosed disability, please contact the Disability Services Representative within the first two

weeks of class to demonstrate need and to register for accommodations by email at [drc@pointloma.edu](mailto:drc@pointloma.edu).

## **PLNU ATTENDANCE AND PARTICIPATION POLICY**

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member can file a written report which may result in de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. See Academic Policies in the Graduate and Professional Studies Catalog for additional detail.

## **INCLUSIVE LANGUAGE**

The School of Theology and Christian Ministry 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, the school urges students, faculty, and staff to avoid sexist language in public discourse, in classroom discussion, and in their writings. Thus, terms like “man” or “mankind” or the pronoun “he,” should not be used to refer to all humans. Instead “people,” “humanity,” “humans,” and “he or she” better acknowledge women as full persons.

### **Selected Bibliography**

Barton, Ruth Haley and Leighton Ford. 2018. *Strengthening the Soul of your leadership: Seeking God in the Crucible of Ministry*. Grand Rapids: InterVarsity Press.

Bennis, Warren. 1981. *Why Leaders Can't Lead*. San Francisco: Jossey-Bass.

Blake, Robert. 1982. *How to choose a leadership style*. Training and Development Journal. 36 (1): 38-47.

Blanchard, Kenneth & Phil Hodges. 2005. *Lead Like Jesus*. Nashville: W. Publishing Group.

Brown, S. 1984. Apostleship in the New Testament as an historical and theological problem. *New Testament Studies*. 30 (3): 474-480.

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Callahan, Kennon. 1990. *Effective Church Leadership*. Harper and Row.

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Chawla, Sarita and John Renesch. 1995. *Learning Organizations: Developing cultures for tomorrow's workplace*. Portland, Oregon: Productivity Press.

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- George, Carl and Robert Logan. 1987. *Leading and Managing your church*. Fleming H. Revell. George, Carl F. 1994. *The Coming Revolution: Empowering leaders for the future*. Fleming H. Revell. Gibbs, Eddie. 2005. *LeadershipNext: Changing Leaders in a Changing Culture*. InterVarsity Press. Giles, Kevin. 1995. *What on Earth is the Church? An exploration in New Testament theology*. Downers Grove: InterVarsity.
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- Hasselbein, Frances, Marshall Goldsmith, and Richard Beckhard (eds). 1996. *The Leaders of the future*. San Francisco: Jossey-Bass.
- Kinnison, Quentin P. and Mark Lau Branson. 2016. *Transforming Pastoral Leadership: Reimagining Congregational Relationships for Changing Contexts*. Eugene, Oregon: Pickwick Publications.
- Kouzes, James M. and Posner, Barry. 1987. *The Leadership Challenge: How to get extraordinary things done in organizations*. San Fran: Jossey-Bass.
- Nouwen, Henri. 1989. *In the Name of Jesus: Reflections on Christian Leadership*. Crossroads Publishers.
- Nuechterlein, Anne Marie. 1990. *Improving your multiple staff ministry: How to work together more effectively*. Augsburg Fortress Press.
- Ogden, Greg. 1990. *The New Reformation: Returning the Ministry to the People of God*. Grand Rapids: Zondervan.
- Peterson, Eugene. 1987. *Working the angles: the shape of pastoral integrity*. Eerdmans.
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