



School of Theology and Christian Ministry

CMI 4010 and Leading in Ministry

3 units

Fall 2023

Meeting days/times: TH | 2:00-3:15 PM

Meeting location: Smee Hall Wesleyan Center Seminar Room

Final Exam: Tuesday, 12/12, 1:30 – 4:00 pm

Instructor title and name:	Professor Derek Taylor
Phone:	619.368.9671
Email:	derektaylor@pointloma.edu
Office location and hours:	Center for Pastoral Leadership, Schedule a meeting w/Derek

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 is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Foundational Explorations Mission

PLNU provides a foundational course of study in the liberal arts informed by the life, death, and resurrection of Jesus Christ. In keeping with the Wesleyan tradition, the curriculum equips students with a broad range of knowledge and skills within and across disciplines to enrich major study, lifelong learning, and vocational service as Christ-like participants in the world's diverse societies and culture.

Course Description

How do Christians lead and equip others to further God's purposes? Attention is given to administration, team building, conflict resolution, and a biblical understanding of gifts, ministry roles and functions. The course also examines the pressures of ministry and the changing structures and forms of the church in American society.

Program and Course Learning Outcomes

- 1) You construct a biblical and theological understanding of pastoral leadership.
- 2) You will understand the roles and responsibilities of both clerical and volunteer staff.
- 3) The student will identify a team-based philosophy of ministry.
- 4) The student will develop a servant leadership approach in ministry.
- 5) The student will learn how to serve in a multi-ethnic leadership context.
- 6) The student will develop skills in conflict management, personal finance, and church budgets.

Required Texts and Recommended Study Resources

- 1) Komives, Susan R.; Nance Lucas; Timothy R. McMahon. Exploring Leadership. Wiley. (Any edition)
- 2) Komives, Susan R., Wagner, Wendy. Leadership for a Better World: Understanding the Social Change Model of Leadership Development. Wiley. (Any edition)
- 3) Perry, Aaron; Easley, Bryan. Leadership the Wesleyan Way: An Anthology for Shaping Leaders in Wesleyan Thought and Practice. Emeth Press. (Any edition)

Assessment and Grading

Grades will be based on the following:

Point Distribution for Assignments

- 1) *Attendance & Participation* - 100 points or 10% of total grade.
 - a. *EQ Assessment*
 - b. *CQ Assessment*
 - c. *TKI Assessment*
 - d. *Immunity to Change Worksheet*
 - e. *Occasional Quizzes, Exercises*
- 2) *Reading Journals* - 200 points or 20% of total grade.
- 3) *Personal Philosophy/Theology of Leadership* – 50 points or 5% of total grade.
- 4) *Reflection Assignment* - 100 points or 10% of total grade.
- 5) *Self-Inquiry & Discovery Action Research Project* –200 points or 20% of total grade.
 - a. AR Worksheet
 - b. Self-Inquiry Book Integration
 - c. Video upload
- 6) *Final Paper* – 200 points or 20% of total grade.
- 7) *Final Exam* – 150 points or 15% of total grade.

Grade Scale Based on Percentages

A	B	C	D	F
A 93-100	B+ 87-89	C+ 77-79	D+ 67-69	F Less than 59
A- 90-92	B 83-86	C 73-76	D 63-66	
	B- 80-82	C- 70-72	D- 60-62	

Final Examination Policy

Successful completion of this class requires taking the final examination on its scheduled day. The final examination schedule is posted on the [Class Schedules](#) site. If you find yourself scheduled for three (3) or more final examinations on the same day, you are authorized to contact each professor to arrange a different time for one of those exams. However, unless you have three (3) or more exams on the same day, no requests for alternative final examinations will be granted.

Incompletes and Late Assignments

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

Spiritual Care

Please be aware PLNU strives to be a place where you grow as whole persons. To this end, we provide resources for our students to encounter God and grow in their Christian faith.

If students have questions, a desire to meet with the chaplain or have prayer requests you can contact your professor or the [Office of Spiritual Life and Formation](#).

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.

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](#) for definitions of kinds of academic dishonesty and for further policy information.

Artificial Intelligence (AI) Policy

Use of Artificial Intelligence (AI) tools (e.g. ChatGPT, iA Writer, Marmot, Botowski) is not permitted, and use of these tools will be treated as plagiarism.

PLNU Academic Accommodations Policy

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

Language and Belonging

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities

such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

You may report an incident(s) using the [Bias Incident Reporting Form](#).

Sexual Misconduct and Discrimination

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix.

PLNU Attendance and Participation Policy

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an “F” grade.

Assignments At-A-Glance

1. *Attendance & Participation* - Due to this course being discussion-based, attendance is required and expected. Your attendance will contribute to both your learning and the learning of the other students in the class. Participation includes in-class exercises, participation in class activities and discussions, overall demonstrated engagement, and showing respect for your peers, the instructor(s), and the classroom environment. (100 points or 10% of total grade.)
2. *Reading Journals – Readings*: Various readings from required texts and supplemental readings are assigned for this course. It is expected that you read the assigned chapters, articles, or books by the start of class period. (200 points or 20% of total grade.)

For **each reading** students will write a 200 word journal entry on Canvas with the following information on it:

1. Your Name
2. Name of Reading and Author
3. Main Points (2-3 min)
4. Critique/Limitations/Questions of the Assigned Reading
5. One Application of the Material to Your Life

3. Personal Philosophy/Theology of Leadership – Utilizing course content and resources, you will be guided through composing your own Philosophy/Theology of Leadership. Also, since we are living in an age where technology and social media influences our views on leadership significantly, you will be encouraged to share Personal Philosophy/Theology of Leadership in one form of social media (Twitter, Facebook, Instagram, etc.). The process and feedback (which you may need to be intentional about soliciting) you receive on your Personal Philosophy/Theology of Leadership should be tied into your “reflection assignment.” (50 points or 5% of total grade)

4. Reflection Assignment– One short (3-4 page) reflective paper will be based on feedback you receive on your personal Philosophy/Theology of Leadership. Further directions will be discussed in class. This reflection is graded on content (including the light and shadow aspects of self) as well as organization and grammar. (100 points or 10% of total grade)

5. Self-Inquiry & Discovery Action Research Project – Students will have the opportunity to identify one piece of literature (must be approved) that resonates with their personal Philosophy/Theology of Leadership on a spiritual and/or holistic manner. Students will be responsible for exploring this content in connection with an action research project. Action research projects will embody the students’ specified area of focus while engaging community members in participation. Students will lead at least 5 community (PLNU or local church) members in a practiced form of their leadership style while under the guidance of a PLNU Faculty or Staff member or Local Church Pastor (not the instructors). Students will submit an Action research proposal (worksheet provided) and that will be a portion of their grade. The instructor will approve all literature and project locations. Projects will be shared virtually, on YouTube or Vimeo, using creative methods of engagement. A rubric will be provided to assist students in the delivery of this project. (200 points or 20% of total grade)

6. Final Paper – Your final paper prompt will be given in class and your final paper must be uploaded by the Final Exam time. For the full assignment reference the rubric, but it will ask that you think about your action research project. What book did you read and what did you learn from that book? How did you apply those lessons to your action research? What was your Philosophy/Theology of Leadership and how did you connect that to your action research project? Reflect (remember that is different than reporting) on the process. What went well? What would you do differently? What did you learn about yourself? Your leadership? How did the readings and lessons in class inform your learning in this process? Anything else significant we should know? (200 points or 20% of total grade)

7. Final Exam – This exam will be an in-class short answer examination covering concepts from the class, application, and critique. We will discuss this further and you will be provided with a study guide. (150 points or 15% of total grade)

8. Extra Credit – Extra credit opportunities will be made available to students. A one-page reflection (not a summary or report) on what you learned while attending extra credit opportunities and how it relates to your Philosophy/Theology of Leadership can earn you up to 50 points (5%) of class credit. Maximum 100 points (10%) possible.

Course Schedule

Date	Topic	Reading	Assignments Due
8/29 (Tue)	Course Introduction		
8/31 (Thu)	Defining Leadership, Connecting to Presence	Exploring Leadership: Chs. 1 & 2	Canvas Reading Journal
9/5 (Tue)	Foundations of Leadership Theory Technical Competencies: Time Management in Ministry	Leadership the Wesleyan Way: Chs. 5, 6, & 7	Canvas Reading Journal
9/7 (Thu)	Relational Leadership Model, Servant Leadership	Exploring Leadership: Ch. 3 & Leadership the Wesleyan Way: Ch 26	Canvas Reading Journal

9/12 (Tue)	Emotional Intelligence in Ministry	Exploring Leadership: Ch. 4	Canvas Reading Journal, Take EQ Assessment
9/14 (Thu)	Cultural Intelligence in Ministry	Exploring Leadership: Ch. 5	Canvas Reading Journal, Take CQ Assessment
9/19 (Tue)	Authentic Leadership, Ethics in Leadership	Exploring Leadership: Ch. 6 & Leadership the Wesleyan Way: Ch. 19	Canvas Reading Journal
9/21 (Thu)	Developing a Personal Philosophy/Theology of Leadership	In class development session	Bring Personal Philosophy/Theology of Leadership Draft
9/26 (Tue)	Managing Bias	Exploring Leadership: Ch. 7	Canvas Reading Journal
9/28 (Thu)	Action Research/Feedback Loops	In Class Development Session	Final Personal Philosophy/Theology of Leadership
10/3 (Tue)	Four Stages of Team Development, Five Dysfunctions of a Team	Exploring Leadership: Ch. 8 & Leadership the Wesleyan Way: Ch. 28	AR Proposal Worksheet , Canvas Reading Journal
10/5 (Thu)	Diagnosing Organizational Issues: BART (1 of 2)	Exploring Leadership: Ch. 9	Canvas Reading Journal
10/10 (Tue)	Diagnosing Organizational Issues: BART (2 of 2)	Exploring Leadership: Ch. 10	Canvas Reading Journal, Reflection Paper

10/12 (Thu)	Immunity to Change	Exploring Leadership: Ch. 11	Canvas Reading Journal
10/17 (Tue)	Technical Competencies: Church as a Nonprofit Organization (Ministry Budgets and Personal Finance)	No reading prep	Self-Inquiry Book Selected, Immunity to Change Worksheet
10/19 (Thu)	Fall Break (no class)		
3/24	Technical Competencies: Coaching in Ministry	No reading prep	
10/24 (Tue)	Social Change	Leadership for a Better World: Ch. 1, 2 & 3	Canvas Reading Journal
10/26 (Thu)	Adaptive Leadership	Leadership for a Better World: Ch. 4 & Leadership the Wesleyan Way: Ch. 25	Canvas Reading Journal
10/31 (Tue)	Citizenship and Ministry	Leadership for a Better World: Ch. 5 & Leadership the Wesleyan Way: Ch. 27	Canvas Reading Journal
11/2 (Thu)	Governance as Leadership, The Church Board	Leadership for a Better World: Ch. 6	Canvas Reading Journal
11/7 (Tue)	Technical Competencies: The	Leadership the Wesleyan Way: Ch. 32	Canvas Reading Journal

	Board Meeting Agenda		
11/9 (Thu)	Collective Intelligence, Dialogue and the Congregation	Leadership for a Better World: Ch. 7	Canvas Reading Journal , AR Project Completed
11/14 (Tue)	SCARF – Conflict, Negotiation and the Human Brain	Leadership for a Better World: Ch. 8, SCARF Article	Canvas Reading Journal, TKI Conflict Management Profile
11/16 (Thu)	Technical Competencies: Preaching as Leadership	Leadership the Wesleyan Way: Ch. 29	Canvas Reading Journal, Video Uploaded
11/21 (Tue)	AR Projects Review	AR Project Review	
11/23 (Thu)	Thanksgiving Break (no class)		
11/28 (Tue)	Defensive Routines, Ladder of Inference	Leadership for a Better World: Ch. 9	Canvas Reading Journal, Video Feedback
11/30 (Thu)	True Self, False Self – Distinguishing Soul from Role	Leadership for a Better World: Ch. 10	Canvas Reading Journal
12/5 (Tue)	Managing Transitions, Ending Well	Leadership for a Better World: Ch. 11	Final Paper
12/7 (Thu)	Final Exam Review		

12/12 (Tue)	Final Exam, 1:30 – 4:00PM		
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