



School of Theology & Christian Ministry
CMI 320 Administration & Leadership
2 Units

Fall 2015

Meeting days: Tues/Thurs	Instructor title and name: Rebecca Laird, DMin, Associate Professor
Meeting times: 10-10:55am	Phone: 619 849 2993
Meeting location: Wesleyan Ctr. Classroom	E-mail: rlaird@pointloma.edu
Additional info:	Office location and hours: Mon. 10:30—noon, 1-2pm Wed. 10:30-noon, 1-2pm, Thurs/Fri. by appointment
Final Exam: Tues. 10:30am	Additional info:

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

An introduction to the organizational skills and knowledge required in pastoral ministry.

The course integrates class lectures, reading assignments, journal reflections, written assignments, a video, research paper, and a campus leadership project. The intention of each component is to encourage the student to think seriously and theologically about the place of administration and leadership within the Church. The class is taught from the perspective that neither administration nor leadership can be viewed as optional tasks within the ministry of the Church. Both are integral to the ministry of the Church.

COURSE LEARNING OUTCOMES

Students will recognize how the administration of the church is a reflection of our understanding of the gospel, learn the basic issues in church administration, and develop a healthy concept of biblical leadership.

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 2unit class delivered over 15 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Required Texts:

1. Carder, Kenneth and Warner, Lacey. Grace to Lead: Practicing Leadership in the Wesleyan Tradition, UMC GBHEM, 2012. ISBN 978-0-9381-6276-6

2. Berkley, James. Leadership Handbook of Management and Administration. Baker, 2007. ISBN 978-0-8010-6814-0
3. Nouwen, Henri. In the Name of Jesus: Reflections on Christian Leadership, Crossroad. 1992. ISBN 978-0-8245-1259-0

A major translation of the Bible: NIV, NRSV, NASB, ESV, etc.

Recommended Texts:

Choose one of the following books to read. Each student must write a two page book review and work with a small group reading to present and apply the book’s main thesis to a specific leadership challenge for the class.

1. Paul, Mary. Women Who Lead, Beacon Hill Press, 2011.
2. Posner, Barry Z. and Kouzes, James M., The Leadership Challenge. Jossey-Bass, 2007.
3. Standish, Graham N. Humble Leadership: Being Radically Open to God’s Guidance and Grace. Alban, 2007.
4. Lupton, Robert Toxic Charity: How Churches and Charities Hurt Those They Help (And How to Reverse It), HarperOne, 2011.
5. Belcher, Jim. Deep Church: A Third Way Beyond Emerging and Traditional, Zondervan, 2009.

ASSESSMENT AND GRADING

Your participation and success in this class will be evaluated on the basis of the following:

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| 1. Attendance | Points to lose |
| 2. Journal Entries on <i>Grace to Lead</i> by Carder | 50 points |
| 3. Time and Expense Tracking and Summary | 20 points |
| 4. Golden Circle Summary of Why? How? And What? | 20 points |
| 5. Updated Resume for Church Position | 20 points |
| 6. One page summary of leadership gifts and style | 20 points |
| 7. 3-page reflection on attending a board meeting | 40 points |

Attend a board, vestry, or session meeting of a local congregation. Write a two-page response on the leadership style exemplified in the meeting, the type of issues discussed, and what you learned about the business of being the church in a local setting.

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| 8. Research paper topic proposal | 10 points |
| 9. Bibliography for research paper | 10 points |
| 10. 8-10 page Research paper | 100 points |

Write a research paper addressing a limited aspect of one of the following topics: (1) Church administration as ministry; (2) What makes leadership Christian? (3) A common leadership challenge for the contemporary church. This paper requires use of at least 5 cited sources from professional or academic sources. No more than 2 can be web-based unless academic sources found through library databases. Plagiarism (cut and pasting , loose paraphrasing, or use of other’s ideas without attribution) will result in loss of all points. No rewrites.

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| 11. 3-4 page book review of selected leadership book | 40 points |
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Each student must write a review and work with the others who are reading the same book to prepare a 30 minute presentation that applies the basic thesis to a specific leadership challenge. The written 3-4 page, double-spaced review must include (1) a half-page summary,(2) a paragraph analysis of the author's main point or thesis (3) a paragraph on how the book has challenged or enhanced your understanding of leadership, (4) Two short quotes with page references and (5) a final paragraph on how this book contributes to your future ministry as a leader.

12 Group presentation of selected leadership book 25 points

Small group presentation that summarizes and applies the basic thesis of the book to a leadership challenge in 30 minutes.

13. Spiritual Leadership Intro Video 30 points

Create a 2-3 minute video on your style of leadership and describe how you have led a group successfully. This is to be used for sending out with your resume for prospective ministry positions so make them good, compelling and creative!

14. Leadership team work project 50 points

14. Final Exam 75 points

Total Points Possible 500 points

GRADING SCALE

Grading scale: 94-100% A; 90-93, A-; 87-89, B+; 83-86, B; 80-82, B-; 77-79, C+;

73-76, C; 69-72, C-; 67-68, D+; 62-66, D; 61- 62, D-; below 60 % F.

ATTENDANCE AND PARTICIPATION

After 3 absences 10 points will be deducted from your final grade for non-excused absences. At 5 absences, professor will begin process to de-enroll student from this required class.

After 10 minutes have passed in class, you will be considered absent even if you attend the remainder of class. Three tardies are equal to an absence. Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the date of de-enrollment is past the last date to withdraw from a class, the student will be assigned a grade of W or WF consistent with university policy in the grading section of the catalog. See [Academic Policies](#) in the (undergrad/graduate as appropriate) academic catalog.

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due or according to the due date on the syllabus.

ACADEMIC HONESTY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. As explained in the university catalog, 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. Violations of university academic honesty include cheating, plagiarism, falsification, aiding the academic dishonesty of others, or malicious misuse of university resources. A faculty member

who believes a situation involving academic dishonesty has been detected may assign a failing grade for a) that particular assignment or examination, and/or b) the course following the procedure in the university catalog. Students may appeal also using the procedure in the university catalog. See [Academic Policies](#) for further information.

ACADEMIC ACCOMMODATIONS

While all students are expected to meet the minimum academic standards for completion of this course as established by the instructor, students with disabilities may request academic accommodations. At Point Loma Nazarene University, students must request that academic accommodations by filing documentation with the [Disability Resource Center](#) (DRC), located in the Bond Academic Center. Once the student files documentation, the Disability Resource Center will contact the student's instructors and provide written recommendations for reasonable and appropriate accommodations to meet the individual needs of the student. See [Academic Policies](#) in the (undergrad/graduate as appropriate) academic catalog.

FERPA POLICY

In compliance with federal law, neither PLNU student ID nor social security number should be used in publicly posted grades or returned sets of assignments without student written permission. This class will meet the federal requirements by (Note: each faculty member should choose one strategy to use: distributing all grades and papers individually; requesting and filing written student permission; or assigning each student a unique class ID number not identifiable on the alphabetic roster.). Also in compliance with FERPA, you will be the only person given information about your progress in this class unless you have designated others to receive it in the "Information Release" section of the student portal. See [Policy Statements](#) in the (undergrad/ graduate as appropriate) academic catalog.

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. No requests for early examinations or alternative days will be approved. TUESDAY, DEC. 15, 10:30am

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.

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 department urges students, faculty and staff to avoid sexist language in public discourse, in classroom discussion, and in their writings.

Course Schedule:

Date	Course Topics	Pre-Readings / Assignments
Sept. 3	Introduction to the Class: The Need for Administration and Leadership in the Church	
Sept. 8	Leaders as Theologians	Carder, pps 7-38, journal all 4 questions on p. 38

Sept. 10	Leadership Formation	Carder, pps 39-54, journal question 1, 3 and 4 on p. 54
Sept. 15	Relational Leadership	Carder, pps 55-72, journal question 2, 3 and 4 on p 72
Sept. 17	Leading in a Changing Culture	Carder, pps. 73-92, journal questions 1 and 6 on p. 88 and questions 1 and 2 on p. 92 Turn in Journals
Sept. 22	Administration defined	Berkley, pps. 23-98
Sept. 24	Self-management, time-management, personal finances	Berkeley, 99-125 Track your time and expenses for the week prior to class, hour by hour. Indicate what you did and what you spent for all 24 hours. Include your spiritual practices like prayer, small groups. Holy conversation, etc. Summarize how the way you spent your time/financial resources does and does not reflect your core values. To be turned in.
Sept. 29	Mission and Vision Special guest: Teanna Sunberg	Watch the TED Talk: Start with Why by Simon Sinek. https://www.youtube.com/watch?v=sioZd3AxmnE Create your own "Golden Circle" answering the Why, How and What for what you do in ministry. To be turned in.
Oct. 1	Human Resources	Berkeley, 127-174. Bring an updated resume for a church-based position to class. To be turned in.
Oct. 6	Leadership Ethics	Berkeley, 175-202
Oct. 8	Building a Team You Can Actually Lead	Berkeley 203-212 Bring a list of your strengths quest results and the results of these two online assessments. Summarize in one page what you think they indicate about your strengths and weaknesses for leadership. 1. Gifts assessment https://gifts.churchgrowth.org/cgi-cg/gifts.cgi?intro=1 2. DISC scale http://discpersonalitytesting.com/free-disc-test/
Oct. 13	Attend Wiley Lectures Today—Sign in for attendance credit. You can any of the lectures for credit.	NO CLASS TODAY

Oct. 15	Legal Matters Special guest: Terry Mowers	Berkeley, 537-552
Oct. 20	Church Management	Berkeley, read 347-410. Scan 413-448-447
Oct. 22	Managing Conflict and Change	Berkeley 215-245 Reflection Paper on Attending a Church Board Meeting due
Oct. 27	Budgeting	Berkeley, 449-505
Oct. 29	Library Day	
Nov. 3	Planning Day for End of Semester Leadership Events	Research paper topics due
Nov. 5	Book Review Presentation Toxic Charity	Book Review due on day of your group presentation
Nov. 10	Book Review Presentation: Deep Church	Book Review due on the day of your group presentation Bibliography for your research paper due
Nov. 12	Book Review Presentation: The Leadership Challenge	Book review due on the day of your presentation
Nov. 17	Book Review Presentation: Humble Leadership	Book review due on the day of your presentation
Nov. 19	Book Review Presentation: Women Who Lead	Book review due on the day of your presentation
Nov. 24	Research Papers due before you leave for break	Research papers due
Nov. 26	<i>Thanksgiving Break – No Class</i>	
Dec. 1	From Relevance to Prayer	Nouwen 11-47
Dec. 3	From Popularity to Ministry	Nouwen 51-101
Dec. 8	Lead Scholarship Day or End of Semester Event for SoTCM or Group Event of your Choosing	
Dec. 10	Spiritual leadership paper/video due and will be presented in class	
Dec. 15 Tu 10:30	<i>Final Examination Case study written exams</i>	