

POINT LOMA NAZARENE UNIVERSITY
CMI-662: Leadership and Ministry
Spring 2014

Instructor: Norm Shoemaker
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COURSE DESCRIPTION: The formation, models and theology of leadership, sociology of groups, community resources and pastoral counseling.

COURSE DATES: April 21, 2014-June 20, 2014 (Intensive Week: May 19-23, 2014)

COURSE OBJECTIVES:

1. To explore the necessary information and structures providing common ground for leadership development in religious communities.
2. To consider and explore the “personhood” of the leader, in other words, the “who” of leadership.
3. To have a working understanding for the critical “actions” that pastor/leaders perform.
4. To accurately identify and understand the ministry context and environment in which pastors/leaders function.
5. To consider several practical issues related to the deployment and empowerment of leadership teams in congregational ministry, for instance:
 - a. How does the pastor/leader view the empowerment of other leaders in the church?
 - b. How does the pastor/leader match his/her gifts to a particular ministry assignment? How much is “cultural fit” and how much “Spirit led?”
 - c. Are there theological / sociological “boundaries” between clergy and laity regarding ministry tasks? Should there be?
 - d. How does the pastor/leader identify and communicate the church’s mission, vision, values, and faith statements to the congregation?

COURSE LEARNING OUTCOMES:

Upon completing this course students will be able to:

1. Discern their unique, personal talent/strengths profile and apply these insights to their leadership and team building practices.

2. Analyze and describe their specific pastoral context, demographic and congregational environment.
3. Design a leadership development plan/program for their specific ministry context.

INSTRUCTORS:

Benefiel, Dr. Ronald P.; Dean, School of Theology and Christian Ministry, Point Loma Nazarene University

Croy, Dr. Dan. Professor of Business. Fermanian School of Business, Point Loma Nazarene University.

Johnson, Daryl. Lead Pastor, College Church of the Nazarene, Nampa, ID.

Kelle, Dr. Brad. Professor of Biblical Literature. School of Theology and Christian Ministry, Point Loma Nazarene University.

Rodeheaver, Rev. Steve. Senior Pastor, Southeast Church of the Nazarene, San Diego, CA; Adjunct Faculty, Point Loma Nazarene University

Shoemaker, Dr. Norm. Founding Director, Center for Pastoral Leadership, Point Loma Nazarene University, San Diego, CA.

Welch, Reuben R. Associate Professor Emeritus of Religion and Former Chaplain, Point Loma Nazarene University; B. D., Nazarene Theological Seminary, Kansas City, MO.; D.D., Point Loma Nazarene University, San Diego, CA.

REQUIRED READING: TEXTBOOKS

Collins, Jim. Good to Great. New York: Harper Collins Publishers, Inc., 2001.
ISBN 0-7879-765-2

Frost, Michael & Hirsch, Alan. The Shaping of Things to Come: Innovation and Mission for the 21st Century Church. Peabody, MA: Hendrickson Publishers, Inc., 2003.
ISBN 1-56563-659-7

Hirsch, Alan. The Forgotten Ways: Reactivating the Missional Church. Grand Rapids, Michigan: Brazos Press, 2006. ISBN 10: 1-58743-164-5

REQUIRED READING: ARTICLES

Kerr, Steven. *“On the Folly of Rewarding A, While Hoping for B.”* The Academy of Management Executive, Briarcliff Manor, February 1995 *Note: This article is uploaded on Canvas.*

Note: The following two articles can be downloaded from Amazon.com. Type the title of the article into the search field and follow the directions to buy and download.

Kotter, John P. "What Leaders Really Do." Harvard Business Review, 2001

Mintzberg, Henry. "The Manager's Job." Harvard Business Review, March-April 1990

REQUIREMENTS:

Online Discussion:

Prior to arriving on campus for the intensive classroom instruction week, students will participate in the following weekly online discussions.

April 21-25: Discussion regarding the leadership implications of Kerr's article.

April 28-May 2: Discussion of the *Good to Great* textbook.

May 5-9: Discussion of the *Forgotten Ways* textbook.

May 12-16: Discussion comparing the "differences between leading and managing" based upon the Kotter and Mintzberg articles.

To receive credit students xxx

Leadership Mentoring Project:

Also, prior to the intensive classroom instruction week, students will begin in the first course week the following project and sustain the project throughout the course.

WHAT: The focus of the project is "Leadership Development."

WHY: Primary objectives for the project include:

- To implement leadership empowerment in your ministry
- To experience on a personal and professional level the actions necessary to empower potential and existing leaders in a local ministry setting
- To increase awareness of your own strengths and those of others
- To contribute to your continual reflection on your gifts and strengths and how they are used of God to minister in your current setting

HOW:

1. Commit to pray about this assignment in order to submit to the Holy Spirit's guidance rather than mere human rationality. Prayerfully consider, utilizing course materials, how you would design a process of developing leadership in your ministry setting.
2. Create a list of several names (2-3) of parishioners you will approach privately with the plan to meet regularly over a period of several months to fellowship around the Word of God, pray together and explore through a mentoring/discipleship relationship their leadership role in the Body of believers.
3. After approaching each person on your list settle on an agreed upon schedule of regular meetings over a prescribed time to discover gifts, talents, and abilities each of your candidates have to move into a meaningful leadership role in the Body.
4. You will keep an online Canvas log/journal documenting the process from beginning to end for each of your prospective leaders.

To receive credit students ...

COMPLETE the Clifton StrengthsFinder Talent Theme Assessment:

If you have already taken the StrengthFinder assessment inventory please send your Signature Strengths (Top 5) to Nikki Botts at NikkiBotts@pointloma.edu. If you have not taken this assessment please email Nikki and she will provide you with a code and instructions.

GATHER data regarding your church and your ministry demographic: NOTE: Bring these data (hard copies, print outs) with you (see Course Learning Outcome #2). Besides all the historical data you can gather about your church (giving, attendance, pastoral tenures, etc.) you need to be constantly updated on your external environment as well. Here are two resources to get you started:

US Census:

<http://quickfacts.census.gov/qfd/states/> (download or print) click on "Browse data sets for (your state)" for additional information

City Data

<http://www.city-data.com/>

Schedule for Monday through Friday, May 19-23 (Subject to Change):

Monday, May 19th

12:00-12:30 Class Orientation

12:30-1:30 *Old Testament Models/Images of Leadership* (Dr. Brad Kelle)

Lunch
1:30-2:30 *Leadership According to Jesus* (Rev. Steve Rodeheaver)
Break
3:00-4:45 *The Missional Leader* (Dr. Ron Benefiel)
Dinner
5:30-6:30 Group Discussion (Norm Shoemaker)

Tuesday, May 20th

8:00-9:00 Biblical Reflection: *The Inner Leader* (Dr. Reuben Welch)
9:15-10:30 *The WHO, WHAT and WHERE of Leadership* (Dr. Dan Croy)
Break
11:00-12:30 *Getting It Done Right vs. Getting It Done Now: The Leader's Relationships* (Croy)

Lunch
1:30-3:00 *The Church as Organism and Organization: How Do We Lead Among Competing Values* (Croy)

Break
3:30-5:00 *Empowering Leadership in Transition and Change* (Croy)

Wednesday, May 21st

8:00-9:00 Biblical Reflection: *The Inner Leader* (Welch)
9:15-12:00 *Transactional vs. Transformational Leadership* (Dr. Daryl Johnson)
Lunch
1:15- 5:00 *The Seven Demands of Leadership* (Dr. Norm Shoemaker)
5:00-5:30 Master of Ministry: Post-Intensive Week Assignment

Thursday, May 22nd

8:00-9:00 Biblical Reflection: *The Inner Leader* (Welch)
9:15-12:00 *Strengths Based Leadership* (Johnson)
Lunch
1:15-5:00 *Working Groups vs. Working Teams* (Johnson/Shoemaker)

Friday, May 23rd

8:00-10:00 TBA
Break
10:30-12:00 TBA

The Post Intensive Week Assignment:

Due to the nature of this project, time has been scheduled on Wednesday evening, May 21st for Dr. Shoemaker to explain the post-classroom week assignments and answer questions for further clarification and direction.

One-Year Leadership Development Strategy: At the conclusion of the instruction week, students will meet with their local leadership team and develop (with the participation of that team) a one-year leadership development initiative. *Continuing the*

leadership development project group assignment may be included as a component of your one-year plan. The paper describing the plan should include a statement of purpose, leadership needs/issues, objectives, key strategies, project descriptions, timeline and budget. Write a 12-15 page paper describing your proposed leadership development plan and post on *Canvas*.

LEADERSHIP DEVELOPMENT PAPER DUE DATE: Friday, June 13, 2014

Leadership Mentoring Project: You will submit your online journal and a 2-3 page reflection paper on the assigned date. The paper will contain your analysis of the journey [what went well, what didn't] as well as your own reactions to the endeavor [what impact did it have on you personally? How did it impact your philosophy of ministry? What was your perception of the impact it had on the people you selected? Include other thoughts and pertinent information.]

SUMMARY REFLECTION PAPER DUE DATE: Friday, June 20, 2014

Credit Hour Definition:

This course abides by the credit hour which is detailed in the graduate catalog as such: "One unit of credit represents the amount of student work appropriate to graduate level instruction, academic rigor, and time requirement essentially equivalent to a Carnegie unit, which is defined as 15 hours of instructional contact and an additional 30 hours of student work outside of the physical or virtual classroom. (As defined by United States Department of Education, Office of Postsecondary Education, Assistant Secretary, GEN-11-06, March 18, 2011, p.3). Academic unit leadership will monitor the unit of credit policy through the course syllabus and schedule."

Academic Accommodations:

All students are expected to meet the minimum standards for this course as set by the professor. Students with learning disabilities who may need accommodations should first discuss options and services available to them in the Academic Support Center (ASC) during the first two weeks of the semester. The ASC, in turn, will contact professors with official notification and suggested classroom accommodations, as required by federal law. Approved documentation must be provided by the student and placed on file in the ASC prior to the beginning of the semester.

Late Work:

Assignments turned in late will, in most cases, receive a reduction in grade. When assignments cannot be turned in on time due to circumstances beyond the student's control, the student should discuss the specific situation with the professor.

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 SoTCM urges students, faculty and staff

to avoid sexist language in public discourse, in classroom discussion, and in their writings.

Academic Honesty:

The Point Loma Nazarene University community holds the highest standards of honesty and integrity in all aspects of university life. Academic honesty and integrity are strong values among faculty/staff and students alike. Any violation of the University's commitment is a serious affront to the very nature of PLNU's mission and purpose. 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. Such acts include plagiarism, copying of class assignments, and copying or other fraudulent behavior on examinations. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that particular assignment or examination, and/or the course.

PLNU Main Campus and Mission Valley:

Spiritual Care – please be aware that PLNU strives to be a place where you grow as whole persons. To this end we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley campus we have an onsite chaplain, Rev. Nancy Pitts who is available during class break times across the week. If you have questions, desire to meet with Rev Pitts or prayer requests you can contact her directly at gradchaplainmissionvalley@pointloma.edu. In addition there are resources for your Christian faith journey available at:

<http://www.pointloma.edu/experience/faith/graduate-student-spiritual-life>

Starter Resources for Church Leadership

Organizational Culture and Leadership by Edgar Schein
Jossey-Bass 2nd edition ISBN: 0787903620

Schein highlights the role of the leader in the development of organizational culture in achieving goals and missions. An understanding of organizational culture – what, creation, evolution, and how to change it are shown.

Good to Great by Jim Collins
HarperBusiness; ISBN: 0066620996

Best selling research study into the organizations that made the leap from being good to being great over time. The corporate culture and leadership of companies who made the change are examined.

Making Sense of the Organization by Karl E. Weick
Blackwell Publishers ISBN: 0631223193

An exploration of organizational processes through a series of examples and papers. A demonstration of the ways people understand the process of sense making and learn how to manage it in organizations.

The Kingdom of God is a Party by Tony Campolo
W.Publishing Group ISBN: 084993394

Argues for believers to be joyous and spiritually rejuvenating. Shows how to positively impact people with the Kingdom.

Emotional Intelligence: Why It Can Matter More Than I.Q. by Daniel Goldman
Batam ISBN: 055337506

Goldman argues that emotional intelligence is more important than IQ in determining success. The book examines self-awareness, altruism, personal motivation, empathy, and the loving ability. Should help the reader understand the Level 5 leader of "Good to Great".

Management of the Absurd: Paradoxes in Leadership by Richard Farson
Simon & Schuster ISBN 0-684-83044-2

Farson takes a practical and hard-hitting look at decision making, leadership, and staffing issues that fit any organization or institution. Short, pithy chapters filled with great illustrations, examples, stories, and humor make it a great book to read and have in your library.

Orbiting The Giant Hairball: A Corporate Fool's Guide to Surviving with Grace by
Gordon MacKenzie Viking (Penguin Putnam) ISBN 0-670-87983-5

MacKenzie worked for Hallmark Cards for 30 years and discovered incredible insights regarding surviving organizational / institutional life. The "hairball" is the organization. The employee's responsibility is to find the correct "orbit" in which he/she is not sucked into the gravity field where one loses their soul and sense of self. The other side of the equation is not spinning so far out of orbit that one loses their chance for influence and contributing value to the organization. Chapters on creativity and purpose in life are wonderfully fashioned with parables that are simple yet effective.

Managing Transitions: Making the Most of Change by William Bridges
ISBN 0-7382-0824-8

Bridges puts it all together for anyone wanting to know they why and how of organizational change. A fantastic resource for anyone's library who is involved in or responsible for organizational change.

Leading Congregational Change: A Practical Guide for the Transformational Journey

by Jim Herrington, Mike Bonem, & James H. Furr, Jossey-Bass ISBN 0-7879-4765-2

This book comes with a notebook and is a great resource that speaks specifically to change in the church. Good balance between management theory and scriptural approach to the Kingdom.

Natural Church Development: A Guide to Eight Essential Qualities of Healthy Churches
by Christian A. Schwarz ChurchSmart Resources ISBN 1-889638-00-5

The most extensive research conducted this century on discovering the differences between vital and growing evangelical churches and those who are stagnated and dying. This isn't church growth. This is church health. The findings are surprising and extremely valuable. Factoring out size, music styles, and location, etc., Schwarz helps us see that it isn't running after techniques, tricks, or tactics. It's about Biblical principles that are applicable to your church in your town with your people.