



## **Church Leadership and Administration**

### **CEAM 6320**

New Orleans Baptist Theological Seminary

Christian Education Division

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*The mission of New Orleans Baptist Theological Seminary is to equip leaders to fulfill  
the Great Commission and the Great Commandments through  
the local church and its ministries.*

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### **Purpose of the Course**

The purpose of this course is to provide the student with the basics of Christian leadership and administration built around servant and transformational leadership principles.

### **Core Value Focus**

*Doctrinal Integrity* – Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. The doctrinal statements used in our evaluations are our Articles of Religious Belief and the Baptist Faith and Message Statement.

*Spiritual Vitality* – We are a worshiping community, with both personal spirituality and gathering together as a Seminary for the praise and adoration of God and instruction in His Word.

*Mission Focus* – We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

*Characteristic Excellence* – What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ.

*Servant Leadership* – We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us.

Annually, the President will designate a core value that will become the focus of pedagogy for the year. For 2016-2017 academic year that Core Value is *Characteristic Excellence*.

## **Curriculum Competencies Addressed**

This course will address the following curriculum competencies:

1. *Biblical exposition:* The student will discover passages of Scripture that will address biblical foundations for leadership in the local church or Christian ministry setting .
2. *Theological and historical perspective:* The course will provide a systematic and historical progression of church leadership and ministry as it has evolved to the requirements today.
3. *Effective servant leadership:* The course is designed not only to teach about servant leadership but also to encourage the student to practice this leadership style.
4. *Interpersonal relationships:* The course contains a strong emphasis on interpersonal skills as a vital aspect of leadership and administration.
5. *Disciple making:* In this course, students are encouraged to understand that the ultimate purpose of leadership is transforming.
6. *Worship leadership:* The course does not directly address worship leadership, however the leadership principles discussed will relate to any venue of ministry in the local church.
7. *Spiritual and character formation:* Students are taught that ministry leadership and administration should flow out of a transformational walk with Jesus Christ.

## **Course Description**

This course will focus on a study of the servant leadership model as a basis for personal concepts of church and Christian ministry. By combining the requisite skills for a biblical concept of church administration, the student will explore appropriate models and formulate their personal leadership and administration style for Christian ministry.

## **Student Learning Outcomes**

By the completion of the course, you will be able to:

1. Identify from Scripture biblical concepts for leadership in the local church and Christian ministry venues, and analyze these practices in terms of a biblical worldview.
2. Develop an understanding of the leadership principles found in Transformational/Servant Leadership and how they integrate into the management of the local church or Christian ministry venue.
3. Know and apply the administrative principles and practices in the planning, organizing, leading and evaluating the ministries of the local church or Christian ministry organization.
4. Develop an understanding of how the leadership and administrative practices in the course apply to the principle church administrative arenas of personnel, finance, and property and then able to communicate those in their ministry context.
5. Integrate and synthesize responses to situational studies relating to leadership and administration in the local church or Christian ministry setting.

## Required Readings

The following texts and resources are required reading for class discussions and are to be read in their entirety unless otherwise specified.

### **Required Texts**

Malphurs, Aubrey. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids: Baker Book House, 2003.

Welch, Robert. *Church Administration: Creating Efficiency for Effective Ministry*, Second Edition. Nashville: Broadman & Holman, 2011.

### **Optional Texts**

See attached bibliography

## Course Teaching Methodology

### **Units of Study**

Unit One: Sections One through Seven

Material taken from Malphurs, *Being Leaders* (during the first half of the course through professor guided sections of material with an exam)

- Historical overview of leadership and the Biblical response.
- The call of the Christian leader.
- Biblical perspectives on Transformational/Servant Leadership.
- Introduction to leadership and change agency.
- The envisioning process and leading volunteers.
- Issues in leadership style.

Unit Two: Sections Eight through Fifteen (during the second half of the course through professor guided sections of material with an exam)

Material taken from Welch, *Church Administration*

- Introduction to administrative principles.
- Administrative processes of planning, organizing, leading, and evaluation.
- The administrative composite.
- Skills for effective leadership and administration: committees, meetings, and budgets
- Skills for effective leadership and administration: personnel management
- Skills for effective leadership and administration: time management, decision making, delegation, and communication
- Skills for effective leadership and administration: ministry program management
- Ministerial salary and allowances

**Teaching Method.** The course is being offered in an on-campus two days per week format and will be team-taught by faculty representing both the Pastoral Ministry and Christian Education Divisions.

**Response Time.** Regarding all forms of correspondence and communication, students can expect a response within one working day. Questions over a weekend may not have the same response rate as Monday through Friday since the professors travel and serve in ministry.

### Assignments and Evaluation Criteria

You will respond to two summary examinations during the course of instruction.

1. Exam on *Being Leaders* and Unit One: Sections One through Seven. During the semester, there will be an exam on *Being Leaders* from a provided note and study guide. The study guide will be posted on BlackBoard. You will be asked on the exam as to whether you have read the Malphurs book in its entirety. *This assignment is related to SLO #1 and #2.*
2. Exam on Unit 2: Sections Eight through Fifteen and *Church Administration: Creating Efficiency for Effective Ministry*. The Note-Guide and exam study guide will be posted on BlackBoard. You will be asked on the exam whether you have read *Church Administration: Creating Efficiency for Effective Ministry* in its entirety. *This assignment is related to SLO #3 and #4.*  
*The examinations will be posted and will not be open book. Only questions from the study guides provided on BlackBoard will be on the exam. Therefore, it is important that you not only read the texts prior to the course, but be familiar with the expectations of the study guide and review it prior to taking the exam.*  
In addition to the cognitive examinations, you will be expected to demonstrate higher levels of learning achievement by:
  3. Developing a chapter-by-chapter summary of the text: *Being Leader: The Nature of Authentic Christian Leadership*. Write approximately one-half page on each of the eight chapters for a total of four pages (double-spaced). The student should also complete the audits in the Appendix section of the text. The final portion of the summary should reveal the students reflections on the audits in the Appendix of the Text. *This assignment is related to SLO #1 and #2. A rubric for this assignment may be found on Blackboard. DUE: 9/22 8:00 a.m.*
  4. Writing a three - page, double spaced reaction paper of how the “Jethro-Principle” is applied in the local church. Refer to Chapter 1 of the Welch text for the “8 key concepts that one should consider from the “Jethro-Principle.” This assignment is an embedded assignment that will be completed by all students for all sections of this course. The rubric for grading this assignment is attached to this syllabus. Please complete the assignment according to this rubric. *This assignment is related to SLO #3. A rubric for this assignment may be found on Blackboard. DUE: 11/3 8:00 a.m.*
  5. Annotated List of Sources: You will create 5 annotations following the annotated bibliography format in Turabian for leadership and 5 annotations for administration. The annotations can come from articles, magazines, journals, books, or websites. These sources are intended to create a binder for you in the areas of leadership and administration in relation to personnel, finances, and property in the context of the local church. A total of 10 annotations should be submitted for this assignment. *This assignment is related to SLO #4. A rubric for this assignment may be found on Blackboard. DUE: 12/1 8:00 a.m.*
6. Responding to assigned case studies and audits. The professors throughout the semester will present various case studies of catastrophic moments that could happen under or because of your leadership as well as your administration of planning and organizing the

work of ministry in the church. In addition some of the audits will also be assigned from the textbook *Being Leaders*. This assignment is related to SLO #5. The student can expect three case studies and/or audits as a part of the course for a grade. One will be assigned during class time in each of the following months September, October, and November. Each of the case studies count 5% for a combined total of 15%.

Malphurs Chapter summary	15%
Exam One on Malphurs material	20%
Exam Two on Welch material	20%
Jethro-Principle paper	15%
Annotates list of sources	15%
Case study Discussion Boards for each Unit	15%

### Course Schedule

Week	Tuesday 8:00- 9:20	Thursday 8:00- 9:20	Assignments/Unit
One	23-Aug	25-Aug	Clarifying Your Call, Historical & Biblical Overview of Leadership
Two	30-Aug	1-Sep	Historical & Biblical Overview of Leadership, A Leader's Core
Three	6-Sep	8-Sep	Leadership Credibility & Capability
Four	13-Sep	15-Sep	Leadership Influence & Power
Five	20-Sep	22-Sep	Catch Up Day 9/20, Malphurs Summary due 9/22
Six	27-Sep	29-Sep	Creating a Climate for Change
Seven	4-Oct	6-Oct	Leadership Context
Eight	11-Oct	13-Oct	Establishing Ministry Vision, Unit One Exam 10/13
Nine	FALL	BREAK	
Ten	18-Oct	20-Oct	Constitutions, By-laws, and Church Policy
Eleven	25-Oct	27-Oct	Committees, Meetings, and Time Management
Twelve	1-Nov	3-Nov	Process of Administration and Planning the Work, Jethro Paper Due 11/3
Thirteen	8-Nov	10-Nov	Organizing and Leading the Work
Fourteen	15-Nov	17-Nov	Evaluating and Financing the Work (Budgets)
Fifteen	THANKS	GIVING	
Sixteen	29-Nov	1-Dec	Minister 's Personal Finances Annotations 12/1
Seventeen	6-Dec	8-Dec	How to Disciple and Motivate the People through the Administrative Work
Eighteen	13-Dec		Unit 2 Administration Exam Due 12/13 by 10am

### Course Policies

**Academic Honesty Policy:** All graduate and undergraduate NOBTS students, whether on-campus, internet, or extension center students, are expected to adhere to the highest Christian standard of honesty and integrity when completing academic assignments for all courses in every delivery system format. The Bible provides our standard for academic integrity and honesty.

This standard applies whether a student is taking tests, quizzes, exams, writing papers, completing Discussion Boards, or any other course requirement.

**Assignment Formatting:** Unless otherwise noted, all assignments are to follow Turabian 8<sup>th</sup> edition. All written assignments must be Word documents or PDFs to insure the professor or teaching assistant can open the document, written in third person unless otherwise instructed, and created in 12 pt. Times New Roman font.

**Assignment Submission:** All assignments are to be submitted to Blackboard by 11:59 p.m. of the due date unless otherwise indicated. Do not send files as attachments via email to the professor. For technical reasons, this mode of file transmission is extremely inefficient.

**Grading Scale:** Your final grade will be based on your total accumulation of points as indicated under the *Assignments and Evaluation Criteria* section of this syllabus according to the grading scale in the NOBTS 2015-2016 catalog.

A 93-100 B 85-92 C 77-84 D 70-76 F 69 and below

**Late Assignments:** Only under extreme circumstances, and with prior approval, will a late assignment be accepted. Late assignments will be assessed an initial 10 percent penalty and 1 percent for each day after the due date (i.e. 10/1 points for a 100 point assignment, 3/.3 points for a 30 point assignment). No assignments will be accepted more than two weeks after the original due date. Missed presentations may not be made up.

**Netiquette: Appropriate Online Behavior:** Each student is expected to demonstrate appropriate Christian behavior when working online. The student is expected to interact with other students in a fashion that will promote learning and respect for the opinions of others in the course. A spirit of Christian charity is expected at all times in the online environment.

**Plagiarism:** A high standard of personal integrity is expected of all students. Copying another person's work, submitting downloaded material without proper references, submitting material without properly citing the source, submitting the same material for credit in more than one course, and other such forms of dishonesty are strictly forbidden. *Although anything cited in three sources is considered public domain, we require that all sources be cited.* Any infraction will result in failing the course. Any infraction will be reported to the Dean of Students for further action.

**Revision of the Syllabus:** The course syllabus is not a legal contract. Any syllabus revision will be preceded by a reasonable notice to students. The standards and requirements set forth in this syllabus may be modified at any time by the professor. Notice of such changes will be by announcement in class or by email notice.

**Withdrawal from the Course:** The administration has set deadlines for withdrawal. These dates and times are published in the academic calendar. Administration procedures must be followed. You are responsible to handle withdrawal requirements. A professor can't issue a withdrawal. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in the course if you choose not to attend once you are enrolled.

### **Technical Assistance**

For assistance regarding technology, consult ITC (504-816-8180) or the following websites:

1. [Selfserve@nobts.edu](mailto:Selfserve@nobts.edu) - Email for technical questions/support requests with the [Selfserve.nobts.edu](http://Selfserve.nobts.edu) site (Access to online registration, financial account, online transcript, etc.)
2. [BlackboardHelpDesk@nobts.edu](mailto:BlackboardHelpDesk@nobts.edu) - Email for technical questions/support requests with the NOBTS Blackboard Learning Management System [NOBTS.Blackboard.com](http://NOBTS.Blackboard.com).
3. [ITCSupport@nobts.edu](mailto:ITCSupport@nobts.edu) - Email for general technical questions/support requests.
4. [www.NOBTS.edu/itc/](http://www.NOBTS.edu/itc/) - General NOBTS technical help information is provided on this website.

[Other paragraphs might be included, such as: expectations for reading assignments, policy on late assignments, academic honesty, classroom demeanor, extra credit]

### **Help for Writing Papers at “The Write Stuff”**

NOBTS maintains a Writing Center designed to improve English writing at the graduate level. Students can receive writing guides, tips, and valuable information to help in becoming a better writer.

### **Plagiarism on Written Assignments**

NOBTS has a no tolerance policy for plagiarism. Plagiarism in certain cases may result in expulsion from the seminary. See the NOBTS Student Handbook for definition, penalties, and policies associated with plagiarism.

## **Selected Bibliography**

### **Texts**

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- Anthony, Michael and James Estep. *Management Essentials for Christian Ministries*. Nashville, TN: Broadman & Holman, 2005.
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- Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership*. Thousand Oaks, CA: Sage Publications, 2004.
- Greenleaf, Robert K. *Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness*. New York: Paulist Press, 1977.
- Greenberg, Jerald and Robert A. Baron. *Behavior in Organization: Understanding and Managing the Human Side of Work*. 10<sup>th</sup> ed. Upper Saddle River, NJ: Prentice Hall, 2010.
- Hamm, Richard. *Recreating the Church: Leadership for the postmodern age*. Danvers, MA: Chalice Press, 2007.
- Herrington, Jim, Mike Bonem, and James H. Furr. *Leading Congregational Change*. San Francisco: Jossey-Bass Publishers, 2000.
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- Kotter, John. *Leading Change*. Boston: Harvard Business School Press, 2012.
- Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville, TN: Broadman and Holman, 1996.
- Malphurs, Aubrey. *Look Before You Lead: How to Discern & Shape Your Church Culture*. Grand Rapids: Baker Books, 2013.
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Stevens, Tim and Tony Morgan. *Simple Strategic Stuff: Help for leaders drowning in the details of running a church*. Loveland, CO: Group Publishing, 2004.

Tidwell, Charles A. *Church Administration: Effective Leadership for Ministry*. Nashville, TN: Broadman Press, 1996.

Welch, Robert, and Kevin Walker. *The Church Organization Manual*. Richardson, TX: National Association of Church Business Administration, 2011.

Wren, J. Thomas, ed. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: Free Press, 1995.

Yukl, Gary. *Leadership in Organizations*. 7th ed. Upper Saddle River, NJ: Prentice Hall, 2009.

### **Data Sources**

*Christianity Today Magazine*. ChristianityToday.com. 465 Gundersen Drive, Carol Stream, Illinois 60188; Email: Connection@ChristianityToday.com.

*Church Executive Magazine*. Power Trade Media LLC. 4742 N. 24th Street Suite 340 Phoenix, AZ 85016; Email: churchexecutive.com

*Leadership Magazine*. LeadershipJournal.net. *The Leadership Journal* is published bimonthly by Christianity Today International, 465 Gundersen Drive, Carol Stream, Illinois 60188 and is offered by subscription to churches at leadershipjournal.net.

*Leadership Network*, 2626 Cole Avenue, Suite 900 Dallas, Texas 75204; Email: leadnet.org.

*Ministry Today Magazine*, Strang Communications Company, 600 Rinehart Road, Lake Mary, FL 32746. Email: ministriestodaymag.com.

*NACBA Ledger and NACBA-gram*. National Association of Church Business Administration, 100 North Central Expy., Suite 914, Richardson, TX 75080; Email: nacba.net.

*The Clergy Journal*. The Alban Institute, 2121 Cooperative Way, Herndon, VA 27101; Email: logosproductions.com and at congregationalresources.org

*Managing Your Church* and *Church Law and Tax* and *Leadership Journal* Newsletters published monthly by Christianity Today International, 465 Gundersen Drive, Carol Stream, Illinois 60188 Email: managingyourchurch.com, churchlawandtax.com and Leadershipjournal.net.

*Ministry Grid* and *LifeWay Leadership Pipeline* can be accessed through [www.lifeway.com](http://www.lifeway.com)

## Grading Rubric

### Jethro Principle Paper

#### CEAM 6320 Church Leadership and Administration

##### Exodus 18:14-23 (HCSB)

<sup>14</sup>When Moses' father-in-law saw everything he was doing for them he asked, "What is this thing you're doing for the people? Why are you alone sitting as judge, while all the people stand around you from morning until evening?" <sup>15</sup>Moses replied to his father-in-law, "Because the people come to me to inquire of God. <sup>16</sup>Whenever they have a dispute, it comes to me, and I make a decision between one man and another. I teach [them] God's statutes and laws." <sup>17</sup>"What you're doing is not good," Moses' father-in-law said to him. <sup>18</sup>"You will certainly wear out both yourself and these people who are with you, because the task is too heavy for you. You can't do it alone." <sup>19</sup>Now listen to me; I will give you some advice, and God be with you. You be the one to represent the people before God and bring their cases to Him. <sup>20</sup>Instruct them about the statutes and laws, and teach them the way to live and what they must do. <sup>21</sup>But you should select from all the people able men, God-fearing, trustworthy, and hating bribes. Place [them] over the people as commanders of thousands, hundreds, fifties, and tens. <sup>22</sup>They should judge the people at all times. Then they can bring you every important case but judge every minor case themselves. In this way you will lighten your load, and they will bear [it] with you. <sup>23</sup>If you do this, and God [so] directs you, you will be able to endure, and also all these people will be able to go home satisfied."

##### Key Concepts

1. One individual cannot do the work of ministry alone
2. It will lead to burnout – of the leader and the people
3. The leader is to do the primary task – represent to God, instruct and teach, etc.
4. The leader is to select qualified persons to assist him
5. The leader is to delegate to those individuals portions of the task
6. These subordinates report back to the leader
7. The load will be lightened; the leader will endure
8. The people will be satisfied participants

## Rubric for Jethro Principle Paper

Student: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

Professor: \_\_\_\_\_

<b>Key Concepts</b>	<b>No Mention</b> 0	<b>Brief Mention</b> 1-3	<b>Modest Explanation</b> 4-7	<b>Thorough Discussion</b> 8-10	
One can't do all the work					___/10
Burnout (leader and/or the people)					___/10
Leader does primary task (preaching and teaching)					___/10
Leader selects qualified people					___/10
Leader should delegate					___/10
Delegates report back to the leader					___/10
Load will be lightened					___/10
People will be satisfied					___/10
<b>Writing Style and Mechanics</b>	<b>Poor</b> 1-2	<b>Adequate</b> 3-6	<b>Proficient</b> 7-8	<b>Exemplary</b> 9-10	
Use of Turabian writing guidelines					___/10
Grammar, capitalization, punctuation, and spelling					___/10
<b>Total Points</b>					___/100