

CMCM3360 Church Leadership and Administration

New Orleans Baptist Theological Seminary

Leavell College

Danny Bennett

Fall 2012

dbennett@calvarybaptist.org

(c) 727.445.4711

(w) 727.441.1581 ext. 136

Course Description

The purpose of this course is to provide students with a broad overview of the theory and practice of administration in the local church by exploring the biblical concepts of leadership and administration. Additional topics to be addressed include goal setting, team building, delegation, human relationships, budgeting, working with committees, legal issues, personnel management, church operations, and the training of leaders.

Objectives

By the end of the course:

1. The student shall be able to identify and appraise various leadership styles.
2. The student shall understand the spiritual dimension of leadership and administration.
3. The student shall know how to develop goals and strategize achievement of such goals.
4. The student shall appreciate the concept of servant leadership within church leadership.
5. The student shall appreciate the necessity of a maturing relationship with Christ as essential in leadership.
6. The student should be able to identify and appraise his or her own leadership style in order to effectively enhance interpersonal relationships.
7. The student should be able to organize and administrate various Christian ministries and programs.
8. The student shall be able to assess a Christian ministry or local church for adherence to biblical concepts of leadership and sound administrative practice.

Textbooks

Welch, Robert. *Church Administration: Creating Efficiency for Effective Ministry*.

Nashville: Broadman and Holman, 2005.

Wilkes, Gene. *Jesus on Leadership*. Tyndale House, 1998.

Methodology

This course will include PowerPoint presentations/lecture, group discussions and activities, individual presentations, and video presentations.

Course Requirements

1. *Required Reading. (Due November 5th)* Students will respond to selected questions in *Jesus on Leadership*. Responses to the questions are to follow Turabian style. These questions are found at the end of the chapters. This list of questions are as follows:

How Do We Lead by Serving?

1. When you read the term *servant leadership* for the first time, what did you think/feel?
2. Can you articulate the four elements of servant leadership for your life? What is God's mission for your life? Can you paint a picture of what your life will look like when that mission is complete? How are you leading by equipping those who are on mission with you? Write the names of those you are building into a ministry team.

Learning to Be Humble; Learning to Wait

1. List ways you can translate Jesus' teaching to "take a seat in the back" into your daily life. Is this really possible where you live?
2. Share examples from your life of when you experienced quiet waiting, expectant waiting, and/or frustrated waiting. What did you learn during those times?
3. Summarize your understanding of the first principle of servant leadership. List three

ways you can apply this principle to your leadership issues this week.

First a Follower: Are You

1. List examples of where you see "position equals power to lead" in the organizations to which you belong.
2. Write the second principle of servant leadership in your own words. List three ways you can apply this principle to your leadership issues this week.

What Style of Greatness Do You Seek

1. Complete the statement, "I am like the ten disciples because . . ." Your answer may be like mine, "I am naturally competitive and want to be up front. It irks me when someone else reaches the finish line before I do."
2. Make a list of five ways you can lead by taking the place of a slave in the marketplace, in your home, and in your church.

How Can You Take the Risk

1. Do you consider yourself a risk taker? If so, give some examples, If not, list some reasons.
2. Summarize the fourth principle of servant leadership. List three ways you can implement this principle into your life this week.

How Do We Lead as Servants

1. You and I are like Peter: we want to please Jesus, but we have our own perceptions of what he should be for us. After reading this chapter, what are some of your personal desires of Jesus? How does Jesus dressed like a servant and acting like a slave challenge your picture of Jesus?
2. Who is the Judas on your team? (NO NAMES HERE PLEASE) What can you do to serve him or her in order to model the love of Jesus?

How to EQUIP Others for Jesus

1. How did Jesus share his authority with his disciples? How can you use that same authority in your ministry to others?
2. Summarize principle 6 in your own words. List three ways you can apply this principle in your life this week.

How Does a Servant Leader Build a Team?

1. Why, according to the author, is leading a team the highest expression of servant leadership?
2. Who is your "pastor"? Who is your "partner"? Who is your "protégé"?
3. Summarize your understanding of the seventh principle of servant leadership. Write three ways you can build your team this week.

2. *Church Document and Policy Portfolio.* (Due November 12th) Each student will submit a Church Document and Policy Portfolio containing documents to be obtained by the student in a study of a selected church. The specific documents required for inclusion in the portfolio may be found both in this syllabus and on Blackboard under Course Documents.

Church Document and Policy Portfolio

The Church Document and Policy Portfolio notebook is designed to provide an organized way to gather and evaluate essential information concerning a church. The notebook should be assembled as quickly as possible during the semester, in order to allow the student to respond to class discussion and administrative quandaries. An evaluation should be prepared that will be three to five pages long. The evaluation should include whether or not the church studied is adequately prepared administratively and up-to-date on its policies. In addition, the evaluation should include any suggested policies or information that is not available for the church. The entire notebook will be due as scheduled in the course outline. The notebook should be organized as follows:

Section 1: Governing Documents

- a. Articles of Incorporation
- b. Constitution and/or Bylaws
- c. Letter of determination of tax exemption
- d. Statement of faith (if not in another document)

Section 2: Policies and Procedures

- e. Personnel Policy
- f. Preschool Policy
- g. Facilities Use Policy
- h. Vehicle Use Policy
- i. Financial Policies and Procedures
- j. Wedding Policy
- k. Copy of church insurance policies
- l. Any other policies adopted by the church

Section 3: Demographics and Church History

- m. Church's written history (or brief outline of church history)
- n. Demographic workup of the church's ministry area
- o. Annual church profile information for the last 5 years

Section 4: Organization

- p. Committee on Committees report
- q. Nominating Committee report
- r. Organizational Chart
- s. Church Calendar (minimum of six months)

Section 5: Finances

- t. Budget
- u. Statement of Activity

Five Page Evaluation & Recommendation

3. *Personal Leadership Evaluation.* (Due November 19th) Each student will write a report that should contain the following:

- a. An evaluation of his or her leadership style and spiritual giftedness.
- b. An evaluation of his or her current stress level.
- c. An action plan to deal with professional and personal stress.
- d. The development of his or her mission statement as a leader.
- e. Specific goals for the student's future in leadership.
- f. A discussion of how the student plans to evaluate the fulfillment of these goals.

The evaluation should follow Turabian form and be a minimum of five pages, a maximum of eight pages.

4. *Church Interviews.* (Due November 26th) The student will conduct interviews with two church leaders of his or her choosing. Questions to be asked of the leader should reflect the student's understanding of the responsibilities of leadership. Students will submit a list of questions – a minimum of 10 and a maximum of 20 – to be posed to the interview subject. Students may draw

questions from the materials covered in the textbooks. The student will present the results of the interview in a creative format to be determined by the student.

Course Assignments are to be emailed to dbennett@calvarybaptist.org.

Course Evaluation

Required Reading	10%
Church Document and Policy Portfolio	20%
Personal Leadership Evaluation	20%
Church Interviews	20%
Tests	30%

Grading System

93 - 100	A
85 - 92	B
77 - 84	C
70 - 76	D
Below 70	F

Dates	Topic	Exams & Assignments Due
October 15	Policies, Committees, & Staff Relationships	Distribute Required Reading Assignment & Discussion Sheet.
October 29	Communication, Leadership Development, Family & Stress	Mid-Term Exam Distributed; Submit Questions for Church Interviews. Distribute Personal Leadership Evaluation.
November 5	Off-Week Assignment Deadline	Required Reading Assignment Due.
November 12	Church Budgeting, Finances, Pastoral Counseling	Church Document & Policy Portfolio Due.
November 19	Off-Week Assignment Deadline	Mid-Term Exam Due; Personal Leadership Evaluation Due.
November 26	Off-Week Assignment Deadline & Group Round-Table Topical Discussion	Church Interviews Due; Students To Determine Designated Meeting Place for Round-Table Discussion.
December 3	Starting a New Mission; Ministry Coordination; Enlisting and Serving with Volunteers.	Final Exam Distributed.

Course Bibliography

- Alexander, Donald L. (Ed.). *Christian Spirituality*. Downers Grove, IL: InterVarsity Press, 1998.
- Amerding, Hudson. *The Heart of Godly Leadership*. Wheaton, IL: Crossway Books, 1992.
- Anderson, Jacquelyn. *Church Media Library Administration*. Nashville, TN: Convention Press, 1994.
- Arnold, Jeffrey. *Seven Traits of a Successful Leader*. Colorado Springs, CO: NAV Press, 1997.
- Ausburger, David. *Caring Enough to Confront*. Scottsdale, PA: Herald Press, 1981.
- Bailey, Robert W. *Coping with Stress in the Minister's Home*. Nashville, TN: Broadman Press, 1979.
- Beausay, William II. *The People Skills of Jesus*. Nashville, TN: Thomas Nelson Publishers, 1997.
- Berkley, James (ed.). *Leadership Handbook of Management and Administration*. Grand Rapids, MI: Baker Books, 1997.
- Blanchard, Kenneth et al. *Leadership and the Minute Manager*. New York, NY: William Morrow and Company, 1985.
- Bloss, Julie. *Church Guide to Employment Law*, 2nd ed. Matthews, NC: Christian Ministry Resources, 1999.
- Bolton, Robert. *People Skills*. New York, NY: AMACOM, 1986.
- Bolton, Robert and Dorothy Grover. *People Styles at Work: Making Bad Relationships Good and Good Relationships Better*. New York, NY: AMACOM, 1986.
- Bossart, Donald. *Creative Conflict in Religious Education and Church Administration*. Birmingham, AL: Religious Education Press, 1980.
- Bower, Robert. *Administering Religious Education*. Grand Rapids, MI: Wm. B. Eerdmans Publishing Co., 1964.
- Bramson, Robert M. *Coping with Difficult People*. New York, NY: Dell Publishing, 1981.
- Branden, Nathaniel. *The Power of Self-Esteem*. Deerfield Beach, FL: Health Communication, 1992.
- Bratcher, Edward. *The Walk-On-Water Syndrome*. Waco, TX: Word Books, 1984.
- Brill, Naomi. *Working with People: The Helping Process*. White Plains, NY: Longman Publishers, 1995.
- Briner, Bob. *Women in Leadership: One Minute Bible*. Nashville, TN: Holman Reference, 1999.
- Brinkman, Rick, Rick Kirschner and Rich Brinkman. *Dealing with People You Can't Stand: How to Bring Out the Best in People at Their Worst*. New York, NY: 1994.
- Corey, Marianna Schneider and Gerald. *Becoming a Helper*. Pacific Grove, CA: Brooks/Cole Publishing, 1989.
- Covey Stephen. *Seven Habits of Highly Effective People*. New York, NY: Simon and Schuster Trade, 1989.
- Diehl, Bob. *Stop Setting Goals if You Would Rather Solve Problems*. New York, NY: Ballantine Books, 1996.

Diehm, William J. *Sharpening Your People Skills*. Nashville, TN: Broadman & Holman Publishers: 1996.

Drakeford, John W. *The Awesome Power of the Listening Heart*. Grand Rapids, MI: Zondervan Publishing House, 1982.

Egan, Gerard. *The Skilled Helper*. Belmont, CA: Brooks/Cole Publishing, 1994.

Eisenberg, Ronnie and Kate Kelly. *Organize Yourself*. New York, NY: Macmillan Publishing, 1986.

Faulkner, Brooks. *Burnout in Ministry*. Nashville, TN: Broadman, 1981.

Ford, Leighton. *Transforming Leadership*. Downers Grove, IL: InterVarsity Press, 1991.

Foster, Richard J. *Freedom of Simplicity*. New York, NY: Harper & Row, Publishers, 1981.

Foster, Richard J. *The Challenge of the Disciplined Life*. San Francisco, CA: Harper & Row, 1985.

Frinzel, Hans and Charles Swindoll. *Empowered Leaders*. Nashville, TN: Word Books, 1999.

Gangel, Kenneth. *Building Leaders for Church Education*. Chicago, IL: Moody Press, 1981.

Gengel, Klenneth O. and Samuel L. Canine. *Communication and Conflict Management in Churches and Christian Organizations*. Nashville, TN: Broadman Press, 1992.

Gilbert, Larry and Cindy Spear. *The Big Book of Job Description for Ministry: Identifying Opportunities and Clarifying Experiences for Ministry*. Ventura, CA: Gospel Light, 2001.

Hansel, Tim. *When I Relax I Feel Guilty*. Elgin, IL: David C. Cook Publishing, 1979.

Hodnett, Edward. *The Art of Working With People*. New York, NY: Harper & Row Publishers, 1959.

Hunt, Susan. *Loving Leadership: Leader's Guide*. Atlanta, GA: Presbyterian Church in America, 1995.

Hutchins, David R. and Claire G. Cole. *Helping Relationships and Strategies*. Belmont, CA: Wadsworth, Inc., 1992.

Guiness, Os. *The Call: Finding and Fulfilling the Central Purpose of Your Life*. Nashville, TN: Word, 1998.

Jeffers, Susan. *Feel the Fear and Do It Anyway*. New York, NY: Fawcett, 1988.

Jones, Laurie Beth. *Jesus CEO: Using Ancient Wisdom for Visionary Leadership*. New York, NY: Hyperion, 1995.

Jones, Laurie Beth. *The Path*. New York, NY: Hyperion, 1996.

Keith-Lucas, Alan. *Giving and Taking Help*. The University of North Carolina Press, 1972.

Krisco, Kim H. *Leadership and the Art of Conversation*. Rocklin, CA: Prima Publishing, 1997.

McGinnis, Alan Loy. *Bringing Out the Best in People*. Minneapolis, MN: Augsburg Publishing House, 1985.

Maloney, H. Newton. *Win-Win Relationships*. Nashville, TN: Broadman & Holman Publisher, 1995.

Malphurs, Aubrey. *Advanced Strategic Planning: A New Model for Church and Ministry Leaders*. Grand Rapids, MI: Baker Books, 1999.

- Maxwell, John C. *Developing the Leaders Around You*. Nashville, TN: Thomas Nelson Publishers, 1995.
- Mayeroff, Milton. *On Caring*. New York, NY: Harper & Row, Publishers, 1971.
- Miller, Calvin. *The Empowered Leader*. Nashville, TN: Broadman & Holman Publisher, 1995.
- Minirth, Frank B. and Paul D. Meier. *Happiness is a Choice*. Grand Rapids, MI: Baker Book House, 1978.
- Rollins, Catherine E. *52 Ways to Build Your Self-Esteem & Confidence*. Nashville, TN: Thomas Nelson Publishers, 1992.
- Sanders, J. Oswald. *Spiritual Leadership*. Chicago, IL: Moody Press, 1980.
- Sehnert, Keith W. *Stress/Unstress*. Minneapolis, MN: Augsburg Publishing, 1981.
- Shulman, Lawrence. *The Skills of Helping*. Itasca, IL: F.E. Peacock Publishers, 1984.
- Stevens, Paul. *Balancing Your Life: Setting Personal Goals*. San Jose, CA: Resource Publishers, 1996.
- Tidwell, Charles. *Church Administration: Effective Leadership for Ministry*. Nashville, TN: Broadman, 1985.
- Westing, Harold. *Church Staff Handbook*. Grand Rapids, MI: Kregel Publications, 1997.
- Wilkes, Gene. *Jesus on Leadership*. Wheaton, IL: Tyndale House Publishers, 1998.
- Williams, Dennis, and Kenneth Gangel. *Volunteers for Today's Church*. Grand Rapids, MI: Baker Books, 1993.