



ISSUES IN RISK MANAGEMENT CEAM9404  
New Orleans Baptist Theological Seminary  
Christian Education Division

**Dr. Bob Welch, PhD**

Professor of Church Administration  
New Orleans Baptist Theological Seminary  
Dodd Building 206  
3939 Gentilly Boulevard  
New Orleans, LA 70126  
[bwelch@nobts.edu](mailto:bwelch@nobts.edu) (504) 282-4455 Ext. 3249

**Dr. Jody Dean, PhD**

Assist Professor of Leadership and Administration  
New Orleans Baptist Theological Seminary  
Dodd Building 111  
3939 Gentilly Blvd  
New Orleans LA 70126  
[jdean@nobts.edu](mailto:jdean@nobts.edu) (504) 282-4455 ext 3349

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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.*

**Purpose of the Course**

The purpose of this seminar is to provide quality theological education for students in the area of advanced research in the context of risk management in the local church and the Christian institution or organization.

**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 worshipping 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 2013-2014 academic year that Core Value is *Doctrinal Integrity*.

**Curriculum Competencies Addressed**

This course will address the following curriculum competencies: (Include only those competencies address in your course.)

1. *Interpersonal Skills*: Understand how to build relationships with other ministry leaders within the local church or Christian organization.
2. *Servant Leadership*: Determine how the local church leaders and ministry managers can serve one another while still providing the appropriate leadership required for the effectiveness of operation, management, and ministry.

3. *Spiritual and Character Formation*: As a leadership team intentionally “grow up in all things into Him who is the head – Christ” (Eph. 4:15b, NKJV).

### **Course Description**

Leadership principles, philosophies, hazards, and trends are investigated through research and lectures. Papers are presented and discussed, and several leadership theories are evaluated.

### **Learning Objectives**

By the end of this seminar, the student should be able to:

1. Define and explain the concept of risk management as it applies to the Christian church or institution.
2. Develop an appreciation for the serious nature of the implications of failure to provide an appropriate and adequate response to issues of trauma, tragedy, and exploitation that occurs when the activities of normal life are challenged.
3. Illustrate the managerial process that need to be in place for the proper conduct of a program of risk management in the Christian church or organization.
4. Research contemporary models of appropriate response and application the principles of sound risk management in the context of the Christian church, organization, or institutions of higher education.

### **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**

The following text and resources are required reading for class discussions of assignment one and are to be read in their entirety prior to the first day of class (15 February 2014).

Aquiar, Ron. *Keeping your Church Safe*. Camarillo CA: Salem Communications, Yulon Press, 2008.

Berkley, James D. *Leadership Handbook of Management and Administration*. Grand Rapids: Baker Books, 2011.

Cobble, James and Richard Hammar. *Risk Management Handbook for Schools and Churches*. Carol Stream: Your Church Resources of Christianity Today International, 2007.

Lantz, Charles. *Church Law: A concise legal handbook for ministers, pastors, and church leaders*. Lansing MI: Sophia’s House Publishing, 2012.

Liedman, Julie. *The Worship of Safety, Risk Management and Churches*. Detroit: Axon Group, 2009.

Trump, Kenneth. *Proactive School Security and Emergency Preparedness Planning*. Thousand Oaks CA: Sage Publishers, 2011.

### **Optional Texts**

Optional texts are described in Assignment Two below.

### **Course Teaching Methodology**

#### **Units of Study**

- I. Foundational Risk Management Principles

- II. Implications for application of risk management in the Christian church or organization
- III. Research into contemporary principles of sound risk management

**Teaching Method.** The format of the seminar will be that of student report and discussion with professional referee by the faculty convener. For Units I and II students will be asked to make presentations from assigned texts. For Unit III all students will be expected to make presentations and lead in discussion of their assigned research.

### **Assignments and Evaluation Criteria**

*All students must register for this course on Blackboard and complete all pre-work required on the site. Directions for registering and submission of papers will be provided at the beginning of the semester. Submission of the following assignments will be via Blackboard.*

#### **1. Foundational Risk Management Principles: 30 percent of the grade**

The student will prepare a two-page discussion paper of each of the six required texts for the Course and be prepared to lead out in a discussion of their observations and notations from the material of the texts. The student will post the material of this assignment one week prior to the first on-campus meeting of the seminar.

#### **2. Risk Management in the Context of the Christian Organization: 30 percent of the grade**

The student will select one text from the optional resources below for each of the three categories of study. (There will be no duplication of reading reports.) The student will prepare a three to four page summary of the text, highlighting significant points. The student will be prepared to present the summary to the seminar in a formal presentation and be able to respond to questions and lead in a discussion.

##### **The venue of the Local Church**

Cirtin, Robert, John Eddie, and Dennis Lewis. *Church Safety and Security: A Practical Guide*. Lima OH: CSS Publishing Company, 2005.

Melton, Joy T. *Safe Sanctuaries: Reducing the Risk of Abuse in the Church for Youth and Children*. Nashville: Discipleship Resources, 2008.

Quarles, Chester and Paula Ratliff. *Crime Prevention for Houses of Worship*. Alexandria VA: ASIS International, 2001.

Welch, Robert. *Serving by Safeguarding Your Church*. Grand Rapids, MI.: Zondervan, 2002.

##### **The venue of a Christian Organization**

Engemann, Kurt and Douglass Henderson. *Business Continuity and Risk Management: Essentials of organizational resilience*. Brookfield CN: Rothstein Assoc. 2012.

Giles, Timothy. *How to Develop and Implement a Security Master Plan*. Boca Raton FL: Auerbach Publications, 2009.

House, Wayne. *Christian Ministries and the Law: What church and para-church leaders should know*. Grand Rapids: Kregel Publishing, 1999.

Philpot, Don and Shuki Einstein. *The Integrated Security Handbook*, 2<sup>nd</sup> Edition. Longboat Key FL: Government Training Inc., 2011

##### **The venue of a Christian Institution of Higher Education**

Longman, Karen. *Thriving in Leadership: Strategies for Making a Difference in Christian Higher Education*. Abilene Texas: Abilene Christian University Press, 2012.

McCaffery, Peter. *The Higher Education Manager's Handbook: Effective Leadership and Management in Universities and Colleges*. 2d ed. Routledge, 2010.

Organization for Economic Cooperation and Development. *Educational Facilities and Risk Management: Natural Disasters*. Paris France: Organization for Economic Cooperation and Development, 2004.

Seeman, Howard. *Preventing Disruptive Behavior in Colleges*. Lanham MD: Rowman and Littlefield Publishers, 2010.

The material for this assignment will be posted one week prior to the second on-campus meeting of the seminar.

### **3. Contemporary Research in the Context of the Christian Organization: 40 percent of the grade**

The student will develop a 30-40 page research paper on a topic dealing with risk management in either the church, Christian organization, or Christian institution of higher education. The paper will include:

- a. A biblical rationale for leadership in general and as it relates to the particular area of study the student has chosen to research. Examples from Scripture should be used to demonstrate the principles.
- b. A complete discussion of the risk management theory, principle, paradigm, or practice.
- c. Specific examples of effective application for the context for which the paper addresses.

The student will post their paper on line in BlackBoard one week prior to the third on-campus seminar meeting. The seminar presentation of the research will be a creative presentation and not a recitation of the paper (the paper will already have been read) and should seek to involve the seminar participants in a meaningful dialogue and discussion. The presentation and discussion should not last longer than one hour and half.

## **Course Policies**

### **Classroom Decorum**

Participation is required for every course session due to the interactive learning format of the seminar. A positive attitude can only enhance the learning experience. Therefore, for the purposes of this class, a *positive attitude* and *participation* are defined as productive and interactive engagement with classroom presentations and classroom dialogues throughout a full course session. You cannot participate effectively if you are not focused on the subject matter while in the classroom. Consequently, the student is expected:

- To come to class with a constructive point of view, prepared to interact with the readings and resources on the course topic in discussion groups and classroom dialogues.
- To dress appropriately and in accordance with the NOBTS Student Handbook.
- To turn off cell phones and not to accept any phone calls and text messages during class.
- To use laptops appropriately during class.
- *Please remember you are PhD students!*

### **Absences and Late Assignments**

Absences are not permitted and late assignments will not be accepted. Assignments must be submitted in the timeframe given in the assignments above. No grades of Incomplete will be issued for this seminar.

### **Assignment Format**

Unless otherwise specified in this syllabus, all papers will be produced in a Microsoft Word format using the writing style of Turabian 6<sup>th</sup> edition. Papers will be created in accordance with

the standards established in the Doctoral Program Handbook. Copies of all papers will be distributed to each member of the seminar via BlackBoard. DO NOT POST YOUR DOCUMENT IN A PDF FORMAT. A copy of any PowerPoint presentation, in hand-out format, 4 slides to a sheet, will be provided the professors before the presentation begins.

### **Course Schedule**

#### **Four seminars will convene:**

1. An internet dialogue to introduce the seminar:
2. Unit One: Foundational Principles in Risk Management:  
Friday 21 February 2014 1:00 to 9:00 pm CST and Saturday 22 February 8:00 to 11:00am CST
3. Unit Two: Risk Management in the Context of the Christian Organization  
Friday 11 April 2014 1:00 to 9:00 pm CST and Saturday 12 April 8:00 to 11:00am CST
4. Unit Three: Contemporary Research in the Context of the Christian Church or Institution  
Friday 9 May 2014 1:00 to 9:00 pm CST and Saturday 10 May 8:00 to 11:00am CST

### **Selected Bibliography**

- Abkowitz, Mark. *Operational Risk Management: A case study approach to effective planning and response*. Hoboken NJ: John Wiley and Sons, 2008.
- Ackoff, Russell L. *Management in Small Doses*. New York, NY: John Wiley & Sons, 1986.
- Anderson, Robert C. *Circles of Influence*. Chicago, IL: Moody Press, 1991.
- Anthony, Michael and James Estep, Jr. *Management Essentials for Christian Ministry*. Nashville: Broadman & Holman, 2005.
- Aquiar, Ron. *Keeping your Church Safe*. Camarillo CA: Salem Communications, Yulon Press, 2008.
- Augsburger, David. *Caring Enough to Confront*. Pennsylvania, Scottdale: Herald Press, 1981.
- Banks, Robert, and Bernice M. Ledbetter, *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker Academics, 2004.
- Bass, Benard M. *Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. 3<sup>rd</sup> ed. New York: Free Press, 1990.
- Berkley, James D. *Leadership Handbook of Management and Administration*. Grand Rapids: Baker Books, 2011.
- Bennett, Brian and Norman Deitch. *Preparing for OSHA's Voluntary Protection Programs*. Hoboken NJ: John Wiley and Sons, 2010.
- Bennis, Warren. *On Becoming a Leader*. Reading: Addison-Wesley Publishing Company, Inc., 1989.
- Biehl, Bobb. *Master-Planning*. Nashville, TN: Broad & Holman Press, 1997.
- Bolman, Lee G., and Joan Gallos. *Reframing Academic Leadership*. San Francisco: Jossey-Bass 2011.
- Bloss, Julie L. *The Church Guide to Employment Law*. 2<sup>nd</sup> ed. Matthews, NC: Christian Ministry Resources, 1999.
- Booty, Frank. *Facilities Management Handbook*. Oxford UK: Elsevier House Publisher, 2009.
- Brown, Christopher and Jason Lane. *Organizaion and Governance in Higher Education* 6<sup>th</sup> ed. Pearsons Leavey Solutions, 2010.
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- Couser, Richard. *Ministry and the American Legal System*. Minneapolis MN: Augsburg Press, 1993.
- Crabtree, Jack. *Better Safe Than Sued*. Loveland, CO: Group Publishing Co., 2009.
- Daft, Richard L. *Leadership Theory and Practice*. Fort Worth, TX: Harcourt, 1999.
- Dayton, John. *Education Law: Principles, policies and practice*. CreateSpace Independent Publishing Platform an AMAZON Affiliate, 2012.
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- Dockery, David. *Faith and Learning: A handbook for Christian higher education*. Nashville: B & H Publishers, 2012.
- Dodson, Ronald and Samuel P. Hammar. *Asbestos: Risk assessment, epidemiology and health effects*, 2<sup>nd</sup> ed. Boca Raton FL: CRC Press, 2012.
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- Friend, Mark and James Kohn. *Fundamentals of Occupational Safety and Health*. Lanham MA: The Rowman and Littlefield Publishing Group, 2010.
- Fortune, Marie. *Is Nothing Sacred?* Cleveland OH: United Church Press, 2008.
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- Gallant, Brian. *The Facility Manager's Guide to Environmental Health and Safety*. Lanham MD: Scarecrow Press, 2007.
- Giesler, Marsha. *Fire and Life Safety Educator*. Clifton Park NY: Delmar Publishers, 2011.
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- Guide One Center for Risk Management. *The Missing Ministry*. Group Publishing Co. 2008.
- Guston, Joseph. *Workplace Violence and the Facility Manager*. Lilbum GA: Fairmont Press, 2013.
- \_\_\_\_\_. *Disaster and Recovery Planning: A guide for facility managers*. Lilbum GA Fairmont Press, 2004.
- Hammar, Richard R. *Pastor, Church and Law*. 3rd or later edition (Five volume set). Matthews, NC: Christian Ministry Resources, 2012.

- \_\_\_\_\_. *Church and Clergy Tax Guide, 2011* (or later edition). Grand Rapids: Christianity Today International Publishers, 2011.
- \_\_\_\_\_. *Essential Guide to Copyright Law*. Grand Rapids: Christianity Today International, 2010.
- \_\_\_\_\_. and James Cobble. *The 4- Hour Legal Training Program for Church Boards*. Grand Rapids: Christianity Today International, 2009.
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- Hanna, Jeffrey W. *Safe and Secure: The Alban Guide to Protecting Youth Congregation*. The Alban Institute, 1999.
- Hargrave, Verne. *Weeds in the Garden: The Growing Danger of Fraud Taking Root in the Church*. NACBA Press, 2009. ISBN-10: 0970543395 ISBN-13: 978-0970543394
- Herrington, Jim, Mike Bonem and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass Publishers, 2000.
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- Hesselbein, Francis, and Marshall Goldsmith. *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*. San Francisco: Jossey-Bass, 2006.
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- House, Wayne. *Christian Ministries and the Law: What church and para-church leaders should know*. Grand Rapids: Kregel Publishing, 1999.
- Hughes, Richard, and William B Adrian. *Models for Christian Higher Education: Strategies for survival and success in the 21<sup>st</sup> century*. Grand Rapids: Eerdmans Publishing, 1997.
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- Jamieson, Janet and Phillip Jamison. *Ministry and Money: A practical guide for pastors*. Louisville KY: Westminster John Knox Publishers, 2009.
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- Rosenthal, Leslie. *Good Counsel: Meeting the legal needs of nonprofits*. Hoboken, NJ: John Wiley and Sons, 2012.
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- Talan, Teri and Paula Bloom. *Program Administration Scale: Measuring early childhood leadership and management*. New York: Teachers College Press, 2004.

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- \_\_\_\_\_. *Risk Management Series: Incremental Protection For Existing Commercial Buildings From Terrorist Attack (FEMA 459 / April 2008)* . Washington DC: FEMA, 2013.
- \_\_\_\_\_. *Risk Management Series: Incremental Seismic Rehabilitation of Office Buildings (FEMA 397 / December 2003)*. Washington DC: FEMA, 2013.
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- Zietlow, John and JoAnn Hankin. *Financial Management for Non-Profit Organizations: Policies and Practices*. Hoboken NJ: John Wiley and Sons, 2007.

#### **Unpublished work:**

- Pounds, Bayne Bagdanovich. *The Minister of Youth and Personal Tort Liability: An Analysis of Selected Legal Issues*. (EdD Dissertation). New Orleans, LA.: New Orleans Baptist Theological Seminary, 1993. See this document for an extensive research bibliography for materials to the date of the dissertation.

#### **Websites:**

- Brotherhood Mutual Insurance Co.* (<http://www.brotherhoodmutual.com>)
- Church Executive eNewsletter* ([churchexecutive.com](http://churchexecutive.com))
- Church Finance Update* a resource of Christianity Today International ([Church Finance Update newsletter@lists.christianitytoday.com](mailto:churchfinanceupdate@lists.christianitytoday.com))
- Church Law and Tax Report*. Richard R. Hammar, J.D., LL.M., CPA and James F. Cobble, Jr., EdD DMin. Christian Ministry Resources, weekly e-mail updates ([www.churchlawtoday.com](http://www.churchlawtoday.com)).
- Church Mutual Insurance Co.* (<http://www.churchmutual.com>)
- Church Risk Management, Inc.* ([www.churchrisk.com](http://www.churchrisk.com))
- Church Safety* ([churchsafety@lists.christianitytoday.com](mailto:churchsafety@lists.christianitytoday.com))
- Guide One Insurance Co.* ([www.guideone.com](http://www.guideone.com))
- GuideStone Financial Resources the Southern Baptist Convention* (<http://www.guidestone.org>)
- GuideOne Center for Risk Management* ([www.guideonecenter.com](http://www.guideonecenter.com))

*Institute for Church Safety and Risk Management (ICSARM)* (<https://www.instituteforchurchsafetyandriskmanagement.com>)

*International Risk Management Institute (IRMI)* (<http://www.irmi.com/expert/articles>)

*Lifeway Christian Resources* ([www.lifeway.com](http://www.lifeway.com))

*Media Services Group, Risk/Crisis Response Team* ([www.msget.com/churchpr/crisis.htm](http://www.msget.com/churchpr/crisis.htm))

*Peacemaker Ministries* ([www.hispeace.org](http://www.hispeace.org))

*National Organization of Church Safety and Security Management (NOCSSM)*

([cchadwick@nocssm.org](mailto:cchadwick@nocssm.org))

*University Risk Management and Insurance Association* Bloomington IL ([www.urmia.org/urmia.cfm](http://www.urmia.org/urmia.cfm))

*Risk Management and Environmental Health and Safety* Fullerton CA ([riskmanagement.fullerton.edu](http://riskmanagement.fullerton.edu))