



Church Leadership and Administration
CEAM6320 Mentoring
New Orleans Baptist Theological Seminary
Christian Education Division

Jody Dean, PhD
Assistant Professor for Christian
Education
New Orleans Baptist Theological
Seminary
Dodd Building 111
3939 Gentilly Blvd.
New Orleans, LA 70126
(504) 282-4455 Ext 3349
jdean@nobts.edu

David Kitchens, ThD
295 Edgewood Drive
Americus, Georgia 31709
(706) 483-1885
keminc@att.net

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.

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 2014-2015 academic year that Core Value is *Spiritual Vitality*.

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.

Learning Outcomes

By the completion of the course, each student 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

1. Echols, Steven and Allen England. *Catastrophic Crisis: Ministry Leadership in the Midst of Trial and Tragedy*. Nashville: Broadman & Holman, 2011.
2. Malphurs, Aubrey. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids: Baker Book House, 2003.
3. 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

Material taken from Malphurs, *Being Leaders* (during the first half of the course through self-guided sessions 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 (during the second half of the course through self guided sessions of material with two exams)

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

Unit Three (achieved through five graded discussions and textbook throughout the course)

Material taken from previous two texts, Echols and England's *Catastrophic Crisis*, and other handout materials provided. These topics will be presented in the five discussion boards that run throughout the semester.

- Crisis Leadership.
- Contextual leadership challenges and case study analysis
- Integration of leadership with administrative principles
- Ministerial salary and allowances

Teaching Method. The course is being offered in a mentored teaching 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

A document is posted in Blackboard under “course documents” with specific assignment dates and uploading instructions. The schedule for the 5 graded discussions is also posted. These dates are beneficial to you as markers for this self-directed learning experience that will be guided by the professors.

1. 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).
2. 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.
3. Write a three page (double-spaced) analysis of how the concepts of transformational/servant leadership stances and the seven leadership competencies in Chapter 9 of *Catastrophic Crisis* (Leadership Lifeboats) can be employed in your current or future ministry.
4. Responding to assigned case studies and discussion boards with other mentees.
5. Mentored Experience (40%):

a. Mentorship Hours (10%) Due: *Each week for a total of 45 hours at the conclusion of the semester.*

Final Due Date for hours completed: _____

You will engage in a mentoring relationship at a local church under the supervision of an approved mentor for a minimum of 45 hours. Mentorship hours may not include worship, Bible study, and age-group weekly meetings.

b. Meet with Mentor (20%) Due: Each week by Friday at Noon, CST. You will meet with your mentor each week for a minimum of one hour to discuss personal and ministry progress in the area of church leadership and administration.

c. Reflection (10%) Due: Each week by Friday at Noon, CST. A *Ministry Supervision Weekly Report* will be completed by you and signed by your mentor. The completed report will be submitted and uploaded through Blackboard. This report should be a ½ page of reflection based on your mentor meeting, course content, and experiences during the week of ministry.

Malphurs Chapter summary	15%
Jethro-Principle paper	15%
Chapter Nine Application/Analysis paper	15%
Case study Discussion Boards	15%
Mentored Experience	40%

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 be created in Turabian format. All written assignments must be Word documents, written in third person unless otherwise instructed, and created in 12 pt. Times New Roman font. PDFs will not be accepted.

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 2013-2014 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.

Additional Information

Blackboard and SelfServe: You are responsible for maintaining current information regarding contact information on Blackboard and SelfServe. The professor will utilize both to communicate with the class. Blackboard and SelfServe do not share information so you must update each. Assignment grades will be posted to Blackboard. You will be need to enroll in the course on Blackboard.

Correspondence with the Grader: You should contact the grader via email at_____. The grader responds to email during normal business hours, 8 a.m. and 5 p.m. on weekdays only. The grader may not respond to late night or weekend e-mails until regular "business" hours. Please respect the grader's personal time. Remember, graders are students as well and have their own coursework and research to complete. Please be respectful in the language you use in your emails to the grader.

Correspondence with the Professor: Every effort is made to respond to emails and phone calls within 24-48 hours, excluding weekends. Please feel free to contact the professor(s) with any question you may have regarding this course.

NOBTS Emergency Text Messaging Service: Once you have established a SelfServe account you may sign up for the NOBTS emergency text messaging service by going to <http://nobts.edu/NOBTSEmergencyTextMessage.html> .

Professor Office Hours:

Special Needs: If you need an accommodation for any type of disability, please set up a time to meet with the professor(s) to discuss any modifications you may need that are able to be provided.

Technical Support: If you experience any problems with your Blackboard account you may email BlackboardHelpDesk@nobts.edu or call the ITC at 504-282-4455, ext. 8180.

Selected Bibliography

Texts

Anderson, *Leadership that Works*, Minneapolis: Bethany House, 1999

Anthony, Michael and James Estep. *Management Essentials for Christian Ministries*. Nashville: Broadman & Holman, 2005.

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*. (3rd Ed.). New York: Free Press, 1990.

Bennis, Warren and Burt Nanus. *Leaders*. Toronto: Fitzhenry and Whiteside, 1985.

Berkley, James D. *Leadership Handbook of Management and Administration*. Grand Rapids: Baker Book House, 2007.

Blackaby, Henry and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda*, Revised and Expanded. Nashville: Broadman and Holman, 2011.

Blanchard, Zigarmi and Zigarmi, *Leadership and the One Minute Manager*, New York: Morrow, 1985

Bonem, Mike, Roger Patterson. *Leading From the Second Chair*. San Francisco: Jossey- Bass, 2005.

Borek, John, Danny Lovett, and Elmer Towns. *The Good Book on Leadership*. Nashville: Broadman and Holman Publishers, 2005.

Burns, James MacGregor. *Transforming Leadership*. New York: Grove Press, 2003.

Clinton, Robert J. *The Making of a Leader*. Colorado Springs: NavPress, 1988.

Dale, Robert. *Pastoral Leadership*, Nashville: United Methodists Publishing House, 2001

Dever, Mark. *12 Challenges Churches Face*. Wheaton IL: Good News Publishers, 2008.

Drucker, Peter F. *Managing the Nonprofit Organization: Practices and Principles*. New York: Harper Collins Publishers, 1990.

Everist, Norma Cook and Craig L. Nessian. *Transforming Leadership: A New Vision for a Church on Mission*. Minneapolis: Fortress Press, 2008.

Ford, Leighton. *Transforming Leadership*. Downer's Grove, Intervarsity, 1991.

Gangel, Kenneth O. *Feeding and Leading: A practical handbook on administration in church and Christian organizations*. Grand Rapids: Baker Books, 2000.

Gardner, John W. *On Leadership*. New York: The Free Press, 1990.

Goleman, Daniel, Richard Boyatzis, and Annie McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Pub., 2002.

Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership*. Thousand Oaks, California: Sage Publications, 2004.

Greenleaf, Robert K. *Servant Leadership: A Journey Into the Nature of Legitima 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*. 10th ed. Upper Saddle River, New Jersey: 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.

Hersey, *The Situational Leader*, New York: Warner books 1984

Hesselbein, Francis and Marshall Goldsmith, eds. *The Leader of the Future 2: Vision s, Strategies, and Practices for the New Era*. San Francisco: Jossey-Bass, 2006.

Kotter, John. *Leading Change*. Boston: Harvard Business School Press, 1996.

Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville: Broadman and Holman, 1996.

Massey, Floyd and Samuel Berry Mckinney, *Church Administration from the Black Perspective* (Revised). Chicago: Judson Press, 2003.

McCormick, Blaine and David Davenport. *Shepherd Leadership: Wisdom for Leaders from Psalm 23*. San Francisco: Jossey-Bass, 2003.

McIntosh and Rima, *Overcoming the Dark Side of Leadership*, Grand Rapids: Baker Book House, 2007.

Powers, Bruce P. (ed.). *Church Administration Handbook*. Nashville: Broadman & Holman Press, 2008.

Richardson, Ronald, *Creating a Healthier Church*, Minneapolis: Augsburg Fortress, 1996

Sashkin, Marshall, and Molly G. Sashkin. *Leadership That Matters: The Critical Factors for Making a Difference in People's Lives and Organizations' Success*. San Francisco: Berrett-Koehler Publishing, 2003.

Shawchuck and Heuser, *Leading the Congregation*, Nashville: Abingdon, 1998.

Sheffield, Tommy and Tim Holcomb, *Church Officer Committee Guidebook*, Nashville: Convention Press, 1995

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: 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, New Jersey; 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..

Pastor's Weekly Newsletter; Pastors Newsletter - ChurchLeaders.com
ChurchLeaders@nc.churchleaders.com; and ChurchLeaders.com Daily Update,
ChurchLeaders@nc.churchleaders.com

Grading Rubric

Jethro Principle Paper

CEAM 6320 Church Leadership and Administration

Exodus 18:14-23 (HCSB)

¹⁴When 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?" ¹⁵Moses replied to his father-in-law, "Because the people come to me to inquire of God. ¹⁶Whenever 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." ¹⁷"What you're doing is not good," Moses' father-in-law said to him. ¹⁸"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." ¹⁹Now 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. ²⁰Instruct them about the statutes and laws, and teach them the way to live and what they must do. ²¹But 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. ²²They 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. ²³If 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: _____

Key Concepts	No Mention 0	Brief Mention 1-3	Modest Explanation 4-7	Thorough Discussion 8-10	
	One can't do all the work				
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
Writing Style and Mechanics	Poor 1-2	Adequate 3-6	Proficient 7-8	Exemplary 9-10	
Use of Turabian writing guidelines					___/10
Grammar, capitalization, punctuation, and spelling					___/10
Total Points					___/100