



Principles of Administration: CEAM9402
New Orleans Baptist Theological Seminary
Discipleship and Ministry Leadership Division

Jody Dean, PhD

Associate Professor for Christian Education
Senior Regional Associate Dean for Extension Centers
New Orleans Baptist Theological Seminary
Frost Building 200A
3939 Gentilly Blvd.
New Orleans, LA 70126
(504) 282-4455 Ext. 3349
jdean@nobts.edu

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 quality theological education for students in the area of advanced administration skill in the context of the local church, 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 2018-2019 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

This seminar guides students in the understanding, evaluation, and research of foundational areas of administration utilized in churches, Christian organizations, denominational entities, and Christian higher education institutions. Special attention is given to diagnosing organizational health and guiding productive change. The seminar explores the impact of various forms of administration on management expressions in churches and the denomination.

Student Learning Outcomes

When participants have completed this seminar, they will be able to:

1. Identify functional aspects of church and ministry administration.
2. Analyze church ministry practices in relationship to administrative practices and provide implementation procedures to improve organizational performance.
3. Discuss the resolution of current crucial issues in the practice of church and ministry organization.
4. Provide assistance to church, institutional, denominational, and ministry leaders related to improving administrative practices.
5. Discuss current legal issues impacting churches and Christian ministries.
6. Apply Christian ministry and church administration practices within a variety of contemporary contexts.

Required Readings

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

Personal Management:

Perman, Matt. *How to Get Unstuck*. Grand Rapids: Zondervan, 2018.

Organizational Health:

Whitesel, Bob. *The Healthy Church*. Indianapolis: Wesleyan Publishing House, 2013.

OR

Miller, Bruce. *Your Church in Ryhtm*. San Francisco: Jossey-Bass, 2011.

Change:

Hansen, Morten T. *Great at Work*. New York: Simon and Schuster, 2018.

Management in Ministry:

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

OR

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

Edition. Nashville: Broadman & Holman, 2011.

Personal Growth and Administration:

Iorg, Jeff. *Seasons of a Leader's Life*. Nashville: Broadman and Holman, 2013.

Team Development:

Addington, T. J. *Leading from the Sandbox*. Colorado Springs: NavPress, 2010.

Church and Non-profit Finances:

Dilmos, Rollie. *Integrity at Stake: Safeguarding Your Church From Financial Fraud*. Grand Rapids: Zondervan, 2016.

OR

Malphurs, Aubrey and Steve Stroope. *Money Matters in Church*. Grand Rapids: Baker Books, 2007.

Education Administration:

Coley, Kenneth S. *Navigating the Storms*. Purposeful Design Publications, 2010.

Course Teaching Methodology

Units of Study

- I. Discovery of the foundations for administration and leadership.
- II. Overview how to communicate relevant topics with short synthesized outlets for smartphone applications.
- III. Research and present on contemporary culture topics impacting administration
- IV. Create and evaluate a training seminar in an area of administration

Teaching Method. The format of the seminar will be that of student report and discussion with professional referee by the faculty conveyors. For Units I and II selected students will be asked to make presentations. For Unit III all students will be expected to make their presentations.

Assignments and Evaluation Criteria

- a. Foundational Administration Principles: Class date: 9/6& due date 9/5
30% of the grade
The student will prepare a discussion list of topics from each of the eight required texts for the seminar and be prepared to lead out in a discussion of their observations and notations from the material. The assignment will be posted one day prior to the first on-campus meeting of the seminar. The list should be your initial top 100 topics for administration in a changing culture. *This assignment is related to SLO #1, #2 & #5.*
- b. Ministry Administration E-Newsletter: Class date 10/4 and due date 9/27
20% percent of the grade
Synthesizing content presented during the course, each seminar participant is to prepare an edition of a ministry e-newsletter for pastors, staff, and ministry

leaders. The edition should feature a specific topic related to an administration issue for current ministry practice. The newsletter should begin with a one-paragraph executive summary of the article, include a real or fictitious case study, a exploration of the topic, discuss implications for practice, suggest practical implementation, and provide a listing of available resources for further study. It is anticipated that each edition of the e-newsletter will be no longer 1200 words. The e-newsletter should be duplicated for other seminar participants. Newsletters will be presented and discussed in class. *This assignment is related to SLO #2, #3, #4, & #5.*

c. Contemporary Research Paper in the Area of Administration: Class date: 11/1 & due date 10/25

30% of the grade

The student will develop a 20 page research paper on a topic dealing with administration 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 administration the student has chosen to research. Examples from Scripture should be used to demonstrate the principles.
- b. A complete discussion of the specific 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 second 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 60 minutes. *This assignment is related to SLO #2, 3, & 5.*

d. Training Seminar: Class date:12/6 & due date 11/29

20% percent of the grade

Create a training seminar covering a specific aspect of administration. This session should be documented as follows: provide a manuscript for the one hour event. This should include footnotes or endnotes that reveal the sources utilized to create the manuscript. A handout should be created and distributed to seminar participants to follow the outline of the training event. A PPT or equivalent multi-media presentation should be created for guiding the training seminar. *This assignment is related to SLO #4 & #6.*

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.

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 assignments must be written in third person unless otherwise instructed, and created in 12 pt. Times New Roman font. Please submit each assignment as a PDF for grading and review.

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: Doctoral work makes late work a challenge and will be handled case by case. 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.

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.

Course Schedule

Three seminars will convene and one Blackboard assisted discussion:

1. Unit One: Foundational Principles in Administration: Thursday 9/6 from 1:00-9:00pm CST.
A dialogue to introduce the seminar by the professor during the first week of the seminar. An overview of administration will be presented by the professor, the contemporary research paper

topic will be decided for the semester for each student, the e-newsletter focused will be discussed in the style of the *Church Tax Law & Update*, and the training seminar will be outlined. The top 100 list will be created by the seminar participants in light of the reading and will be updated and reviewed during the semester in light of reading, research, and group debate.

2. Unit Two: Thursday 10/4 from 1:00-9:00pm CST. (e-Newsletter)
3. Unit Three: Thursday 11/1 from 1:00-9:00pm CST (Research Paper)
4. Unit Four: Training Seminar: Thursday 12/6, 1:00 to 9:00 pm CST (Training Seminar Event).

A schedule of actual seminar presentations will be established for each class meeting one week prior to seminar meetings. Any changes to the schedule of presentations will only occur with professor approval.

Selected Bibliography

Ackoff, Russell L. *Management in Small Doses*. New York, NY: John Wiley & Sons, 1986.

Anderson, Leith. *A Church for the 21st Century*. Minneapolis, MN: Bethany, 1992.

_____. *Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis: Bethany House Publishers, 1999.

_____. *The Effective Pastor*. Chicago, IL: Moody Press, 1985.

_____, Jack Hayford, and Ben Patterson. *Who's in Charge?* Sisters, OR: Multomah Press, 1993.

Anderson, Terry D. *Transforming Leadership: New Skills for an Extraordinary Future*. Massachusetts: Human Resources Development Press, Inc., 1992.

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.

Ashhenas, Ron, Dave Ulrich, Todd Jich, and Steve Herr. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. San Francisco: Jossey-Bass Publishers, 1995.

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.

Barber, Cyril J. *Nehemiah and the Dynamics of Effective Leadership*. Neptune, NJ: Loizeaux Brothers, Inc., 1991.

Barna, George, ed. *Leaders on leadership*. Ventura, CA: Regal Books, 1997.

- _____. *The Power of Vision*. Ventura, Regal Books, 1984.
- _____. *Without a Vision, the People Perish*. Glendale, CA: The Barna Research Group, Ltd., 1991.
- Bass, Benard M. *Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. 3rd ed. New York: Free Press, 1990.
- Beck, John D.W. and Neil M. Yeager. *The Leader's Window: Mastering the Four Styles of Leadership to Build High-Performing Teams*. New York: John Wiley, 1994.
- Bennis, Warren. *On Becoming a Leader*. Reading: Addison-Wesley Publishing Company, Inc., 1989.
- _____ and Patricia Ward Bierderman. *Organizing Genius: The Secrets of Creative Collaboration*. Massachusetts: Addison-Wesley Publishing Company, Inc., 1989.
- _____ and Joan Goldsmith. *Learning to Lead: A Workbook on Becoming a Leader*. Reading: Addison-Wesley, 1994.
- _____, and Burt Nanus. *Leaders: The strategies for Taking Charge*. New York, NY: Harper & Row Publishers, 1985.
- Berkley, James D. *Leadership Handbook of Management and Administration*. Grand Rapids, MI: Baker Books, 2011.
- Biehl, Bobb. *Master-Planning*. Nashville, TN: Broad & Holman Press, 1997.
- Bernbaum, Robert. *How Colleges Work: The Cybernetics of Academic Organization and Leadership*. San Francisco: Jossey-Bass. 1991.
- Blackaby, Richard, and Henry Blackaby. *Spiritual Leadership*. Nashville, TN: Broadman & Holman Press, 2001.
- Blanchard, Ken, and Phil Hodges. *Lead Like Jesus: Lessons from the Greatest Leadership Role Model of All Times*. Nashville: W. Publishing Group, 2005.
- Blanchard, Ken and Michael O'Connor. *Managing by Values*. San Francisco, CA: Berrett- Koehler, 1997.
- _____. *Managing by Values*. San Francisco, CA: Berrett- Koehler, 1997.
- Bolman, Lee G. and Joan Gallos *Reframing Academic Leadership*. San Francisco: Jossey-Bass 2011.
- Borek, John, Danny Lovett, and Elmer Towns. *The Good Book on Leadership*. Nashville: Broadman and Holman Publishers, 2005.
- Boyatzis, Richard and Anne McKee. *Resonant Leadership*. Boston: Harvard Business School Press, 2005.
- Burns, James. *Leadership*. New York: Harper and Row, 1978.

- Brown, Christopher and Jason Lane. *Organizaion and Governance in Higher Education* 6th ed. Pearsons Leavey Solutions 2010.
- Brown, Jr., J. Truman, comp. *Visionary leadership for church growth*. Nashville, TN: Convention Press, 1991.
- Bryson, John. *Strategic Planning for Public & Non-Profit Organizations* 3rd ed. San Francisco: Jossey-Bass 2004.
- Callahan, Ken. *Effective Church Leadership: Building on the Twelve Keys*. New York: Harper Collins, 1990.
- Callahan, Kennon L. *Twelve Keys to an Effective Church: Strategic Planning for Mission*. San Francisco, CA: Harper San Francisco, 1983.
- Campbell, John P., Richard J. Campbell, and Associates. *Productivity in Organizations: New Perspectives from Industrial and Organizational Psychology*. With a foreword by Raymond A. Katzell. A joint publication in The Jossey-Bass Management Series, and The Jossey-Bass Social and Behavioral Science Series, ed. Raymond A Katzell. San Francisco, CA: Jossey-Bass Publishers, 1988.
- Ciona, John R. *The Troubleshooting Guide to Christian Education*. Denver CO: Accent Books, 1986.
- Cladis, George. *Leading the Team-Based Church*. San Francisco, CA: Jossey-Bass Publishers, 1999.
- Clinton, Robert J. *Leadership Series: A Short History of Leadership Theory*. Altadena CA: Barnabas Publishers, 1992.
- Conger, Jay A. *The Charismatic Leader: Behind the Mystique of Exceptional Leadership*. San Francisco: Jossey-Bass, 1991.
- Covey, Stephen R. *Principle-Centered Leadership*. New York: Summit Books, 1991.
- Cowan, Stephen, Peter Toon, Roy Taylor, Paige Patterson, and Samuel Walch. *Who Runs the Church: 4 Views on Church Government*. Grand Rapids: Zondervan, 2004.
- Daft, Richard L. *Leadership Theory and Practice*. Fort Worth, TX: Harcourt, 1999.
- Dale, Robert O. *Pastoral Leadership*. Nashville: Abingdon Press, 1986.
- Dalziel, Murray M. *Changing Ways: A Practical Tool for Implementing Change Within Organizations*. New York: American Management Association, 1988.
- DePree, Max. *Leadership is an Art*. New York: Doubleday, 1989.
- _____. *Leadership Jazz*. New York: Currency Doubleday, 1992.
- _____. *Leading Without Power: Finding Hope in Serving Community*. San Francisco: Jossey-Bass, 1997.
- Drucker, Peter F. *Managing the Nonprofit Organization: Practices and Principles*. New York: Harper

- Collins Publishers, 1990.
- Dunn, James. *Online Enrollment Management: Using for-profit best practices in non-profit colleges*. Amazon Digital Books. 2011.
- Dym, Barry and Susan Egmont. *Managing Leadership Transitions for Non-Profits: Passing the torch to sustain organizational excellence*. Upper Saddle River, NJ: FTA Press, 2011
- Finzel, Hans. *The Top Ten Mistakes Leaders Make*. Colorado Springs, CO: Victor Books, 1994.
- Ford, Leighton. *Transforming Leadership*. Downers Grove, IL: Intervarsity, 1991.
- Frazee, Randy. *The Connecting Church*. Grand Rapids MI: Zondervan Publishing House, 2001.
- Gangel, Kenneth O. *Feeding and Leading: A Practical Handbook on Administration in Churches and Christian Organizations*. Wheaton, IL: Victor Books, 1997.
- _____. *Leadership for Church Education*. Chicago, IL: Moody Press, 1979.
- _____. *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*, revised edition. Chicago: Moody Press, 1997.
- _____. and Samuel L. Canine. *Communication and Conflict Management in Churches and Christian Organizations*. Nashville: Broadman Press, 1992.
- Gardner, Howard. *Leading Minds: An Anatomy of Leadership*. New York: Basic Books, 1995.
- _____. *Five Minds for the Future*. Boston: Harvard Business School Press, 2006.
- Gardner, John W. *On Leadership*. New York: The Free Press, 1990.
- Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership*, 4 Volumes. Thousand Oaks, CA: Sage Publications, 2004.
- Goldsmith, Marshall, and Laurence Lyons. *Coaching for Leadership*, 2nd ed. San Francisco: John Wiley and Sons, 2006
- Goleman, Daniel. *Emotional Intelligence*. New York: Bantam Books, 1995.
- Goleman, Daniel, Richard Boyatzis and Annie McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press, 2002.
- Greenleaf, Robert K. *Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness*. New York: Paulist Press, 1977.
- _____. *Seeker and Servant: Reflections on Religious Leadership*. Edited by Anne T. Franker and Larry C. Spears. San Francisco: Jossey-Bass Publishers, 1996.
- Greenberg, Jerald and Robert A. Baron. *Behavior in Organization: Understanding and Managing the Human Side of Work*. Upper Saddle River, NJ: Prentice Hall, 1999.

- _____. *Building Leaders for Church Education*. Chicago, IL: Moody Press, 1981.
- _____. *The Church Education Handbook*. Wheaton, IL: Victor Books, 1985.
- _____. *Feeding and Leading*. Wheaton IL: Victor Books, 1994.
- Habecker, Eugene B. *Leading With a Follower's Heart*. With a foreword by Ted W. Engstrom. Wheaton IL: Victor Books, 1990.
- Hall, Kenneth F., ed. *Living Leadership: Biblical Leadership Speaks to Our Day*. Anderson, Indiana: Warner Press, Inc., 1991.
- Halverstadt, Hugh F. *Managing Church Conflict*. Louisville, KY: Westminster/John Knox Press, 1991.
- Haystead, Wes. *The 21st Century Sunday School: Strategies for Today and Tomorrow*. Cincinnati, OH: The Standard Publishing Company, 1996.
- Haynes, Joe, ed. *Secrets of Sunday School Success for Ministers of Education*. Nashville, TN: Convention Press, 1992.
- Hendricks, Howard G. *Color Outside the Lines: A Revolutionary Approach to Creative Leadership*. Nashville, TN: Word Publishing, 1998.
- Herrington, Jim, Mike Bonem and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass Publishers, 2000.
- Herrington, Jim, R. Robert Creech, and Trisha Taylor. *The Leader's Journey: Accepting the Call to Personal and Congregational Transformation*. San Francisco: Jossey-Bass, 2003.
- Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson. *Management of Organizational Behavior: Utilizing human resources*. 7th ed. Upper Saddle River, NJ: Prentice Hall, 1996.
- Hesselbein, Francis, and Marshall Goldsmith. *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*. San Francisco: Jossey-Bass, 2006.
- Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard., ed. *The Leader of the Future*. Drucker Foundation Future Series. San Francisco, CA: Jossey-Bass Publishers, 1996.
- _____. *The Organization of the Future*. Drucker Foundation Future Series. San Francisco, CA: Jossey-Bass Publishers, 1997.
- Hopkins, Bruan. *Starting and Managing a Non Profit Organization* 3rd ed. New York: John Wiley and Sons, 2000.
- Horan, Jim. *The One-Page Business Plan for Non-Profit Organizations*. Berkley CA: One Page Business Plan Company. 2007.
- Hunter, George. *Leading and Managing Growing Churches*. Nashville: Abingdon Press, 2000.
- Hunter, James C. *The Servant: A Simple Story About the True Essence of Leadership*. Roseville:

- CA: Prima Publishing, 1998.
- Jones, Idris W. *The Work of the Sunday School Superintendent*. Revised by Ruth L. Spencer. Valley Forge, PA: Judson Press, 1994.
- Kassestad, Walt and Steve Schey. *Total Quality Ministry*. Minneapolis: Augsburg Press, 1994.
- Kaplan, Bob, with Rob Kaiser. *The Versatile Leader: Make the Most of Your Strengths Without Overdoing It*. San Francisco: John Wiley and Sons, 2006.
- Kim, W. Chan and Renee Mauborgne. *Blue Ocean Strategy*. Harvard Business School Press, 2005.
- Koestenbaum, Peter. *Leadership: The inner side of greatness*. The Jossey-Bass Management Series, ed. Warren Bennis, Richard O. Mason, and Ian I. Mitroff. San Francisco, CA: Jossey-Bass Publishers, 1991.
- Kotter, John P. *A Force for Change: How Leadership Differs from Management*. New York: Free Press, 1990.
- _____. *Leading Change*. Boston: Harvard Business School Press, 1996.
- _____. *What Leaders Really Do*. Boston: Harvard Business School Press, 1999.
- Kouzes, James M. and Barry Z. Posner. *Credibility*. San Francisco: Jossey-Bass, 1993.
- _____. *The leadership Challenge: How to Get Things Done in Organizations*. With a foreword by Thomas J. Peters. The Jossey-Bass Management Series, ed. Warren Bennis, Richard O. Mason, and Ian I. Mitroff. San Francisco, CA: Jossey-Bass Publishers.
- Leas, Speed. *Discover Your Conflict Management Style*. Washington: Alban Institute, 1984.
- Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville: Broadman and Holman, 1996.
- Luecke, David S. *New Designs for Church Leadership*. St. Louis: Concordia, 1990.
- Lynch, Richard. *Lead!: How Public and Nonprofit Managers Can Bring Out the Best in Themselves and Their Organizations*. A joint publication in The Jossey-Bass Nonprofit Sector Series, and The Jossey-Bass Public Administration Series. San Francisco, CA: Jossey-Bass Publishers, 1993.
- Malphurs, Aubrey. *Advanced Strategic Planning*. Grand Rapids, MI: Baker Books, 2005.
- _____. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids, MI: Baker Books, 2003.
- _____. *Pouring New Wine into Old Wineskins: How to Change a Church Without Destroying It*. Grand Rapids: Baker Books, 1993.
- _____. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*. Grand Rapids: Baker Book House, 1996.

- Maxwell, John C. *Be a People Person*. Wheaton: Victor Books, 1989.
- _____. *Developing the Leaders Around You*. Nashville: Thomas Nelson, 1995.
- _____. *Developing the Leader Within You*. Nashville: Thomas Nelson, 1993.
- _____. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*. Nashville: Thomas Nelson, 1998.
- McCaffery, Peter. *The Higher Education Manager's Handbook: Effective leadership and management in Universities and Colleges*. 2nd ed. Routledge, 2010.
- McNeal, Reggie. *A Work of Heart*. San Francisco, CA: Jossey-Bass Publishers, 2000 .
- Means, James E. *Leadership in Christian Ministry*. Grand Rapids: Baker Book House, 1989.
- Miller, Calvin. *The Empowered Leader: 10 Keys to Servant Leadership*. Nashville: Broadman and Holman, 1995.
- Murren, Doug. *Leader Shift*. Ventura: Regal Books, 1994.
- Nanus, Burt. *Visionary Leadership*. San Francisco: Jossey-Bass Pub., 1992.
- Pearce, Terry. *Leading Out Loud: The Authentic Speaker, the Credible Leader*. San Francisco: Jossey-Bass, 1995.
- Piland, Harry, and Ernest Adams. *Breakthrough: Sunday School Work*. Nashville, TN: Convention Press, 1990.
- Powers, Bruce P., ed. *Christian Education Handbook*. Revised ed. Nashville, TN: Broadman & Holman Press, 2011.
- Powers, Bruce P., ed. *Church Administration Handbook*. Revised ed. Nashville, TN: Broadman & Holman Press, 2011.
- Rainer, Thom. *Eating the Elephant*. Nashville: Broadman and Holman, 1994.
- _____. *High Expectations*. Nashville, TN: Broadman & Holman Press, 1999.
- Rinehart, Stacey. *Upside Down: The Paradox of Servant Leadership*. Colorado Springs, CO: NavPress, 1998.
- Rush, Myron. *The New Leader*. Wheaton: Victor Books, 1987.
- Sanders, J. Oswald. *Spiritual Leadership*. Chicago, IL: Moody Press, 1994.
- Sashkin, Marshall, and Molly Sashkin. *Leadership that Matters: The Critical Factors for Making a difference in People's Lives and Organization's Success*. San Francisco: Berrett-Koehler, 2003.

- Schaller, Lyle E. *The Change Agent*. Nashville, TN: Abingdon Press, 1972.
- Senge, Peter M. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday, 1990.
- Schaller, Lyle E., and Charles A. Tidwell. *Creative Church Administration*. Nashville, TN: Abingdon Press, 1975.
- Shawchuck, Norman and Roger Heuser. *Leading the Congregation: Caring for Yourself While Serving the People*. Nashville, TN: Abingdon Press, 1993.
- Shelley, Marshall, ed. *Renewing Your Church Through Vision and Planning*. Minneapolis: Bethany House Publishers, 1997.
- Spears, Larry C. *Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant-Leadership Influenced Today's Top Management Thinkers*. Toronto: John Wiley and Sons/The Robert K. Greenleaf Center for Servant Leadership, 1995.
- _____. *Insights on Leadership: Service, Stewardship, Spirit and Servant-Leadership*. New York: John Wiley and Sons, 1997.
- Stanley, Andy, Lane Jones, and Reggie Joiner. *Seven Practices of Effective Ministry*. Multnomah Books 2004.
- Stubblefield, Jerry M. *The Effective Minister of Education: A Comprehensive Handbook*. Nashville, TN: Broadman & Holman Publishers, 1993.
- The Arbinger Institute. *Leadership and Self-Deception*. San Francisco: Berrett-Koehler Pub., 2002.
- Theissen, Elmer John. *In Defense of Religious Schools and Colleges*. McGill University Press, 203.
- Tichy, Noel M., and Mary Anne Devanna. *The Transformational Leader*. New York: John Wiley and Sons, 1990.
- Tropman, John and Thomas Harvey. *Non-Profit Governance*. University of Scranton Press, 2009.
- Vance, Mike, and Diane Deacon. *Break Out of the Box*. Franklin Lake, NJ: Career Press, 1996.
- Warren, Rick. *The Purpose Driven Church*. Grand Rapids, MI: Zondervan Publishing House, 1995.
- Weems, Lovett H. *Church Leadership: Vision, Team Culture, and Integrity*. Nashville, TN: Abingdon Press, 1993.
- Weisinger, Hendrie. *Emotional Intelligence at Work*. San Francisco: Jossey-Bass Pub., 1998.
- Westing Harold J. *Church Staff Handbook: How to Build an Effective Team*. Revised ed. Grand Rapids: MI: Kregel Publication, 1997.
- Wilkes, Gene C. *Jesus on Leadership*. Wheaton, IL: Tyndale House, 1998.
- Wren, J. Thomas, ed. *The Leader's Companion: Insights on Leadership Through the Ages*. New York:

Free Press, 1995.

Yukl, Gary. *Leadership in Organizations*. 5th ed. Upper Saddle River, NJ: Prentice Hall, 2002.