



## **Church Leadership and Administration**

**CEAM 6320: Spring Break Academic Workshop March 18-22, 2019**

New Orleans Baptist Theological Seminary

Discipleship and Ministry Leadership Division

**(Mon 1-4pm, 6-9pm; Tues-Thurs 8-11am, 1-4pm; Fri 8:30-11:30am)**

Adam Hughes, PhD  
Assistant Professor of Expository Preaching  
Interim Chairman, Pastoral Ministries Division  
Dean of the Chapel  
Chapel Office  
3939 Gentilly Blvd.  
New Orleans, LA 70126 (504)  
282-4455 Ext. 8443  
ahughes@nobts.edu  
Teaching Assistant: Russell Zwerner

Mr. Brad Delaughter  
29880 South Satsuma Rd.  
Livingston, LA 70754  
504-453-7677  
bradsatsuma@gmail.com

---

*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 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 2018- 2019 academic year that Core Value is *Doctrinal Integrity*.

## **Curriculum Competencies Addressed**

This course will address the following curriculum competencies:

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

## **Course Description**

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

## **Student Learning Outcomes**

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

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

## Required Readings

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

### **Required Texts**

Geiger, Eric and Kevin Peck. *Designed to Lead*. Nashville: Broadman and Holman, 2016.

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

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

### **Optional Texts**

See attached bibliography

## Course Teaching Methodology and Schedule

**Please Note: Workshop meeting dates are listed by teaching units. The course will meet on-campus Monday, March 18, 1-4pm and 6-9pm; Tuesday-Thursday, March 19-21, 8-11am and 1-4pm; and Friday, March 22, 8:30-11:30am.**

### **Units of Study:**

#### **Unit One 3/18 through 3/20**

Material taken from Malphurs, *Being Leaders*

- 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 3/20 through 3/22**

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

**Teaching Method.** This course will utilize lecture and interactive discovery-learning through class time and Blackboard assistance. The course will be team-taught by faculty representing both the Pastoral Ministry and Discipleship and Ministry Leadership Divisions.

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

### Assignments and Evaluation Criteria

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

1. Midterm: During the week of the workshop, there will be an exam on *Leadership and Administration* from a provided note and study guide. The study guide will be posted on BlackBoard. You will be asked on the exam as to whether you have read the Malphurs book in its entirety (**3/20-3/22 via Blackboard**). You will log-in and take the exam in one 3 hour timed session. *This assignment is related to SLO #1 and #2.*
2. Final: (**3/22 – 4/19 via Blackboard**). The Note-Guide and exam study guide will be posted on BlackBoard. You will be asked on the exam whether you have read *Church Administration: Creating Efficiency for Effective Ministry* in its entirety. *This assignment is related to SLO #3 and #4.*

*The examinations will be posted and will not be open book. Only questions from the study guides provided on BlackBoard will be on the exam. Therefore, it is important that you not only read the texts prior to the exam, but be familiar with the expectations of the study guide and review it prior to taking the exam.*

3. Developing a chapter-by-chapter summary of the text: *Being Leader: The Nature of Authentic Christian Leadership*. Write approximately one-half page on each of the eight chapters, ½ page on audits, and ½ page of student reflection for a total of five pages (double-spaced). The student should also complete the audits in the Appendix section of the text. The final portion of the summary should reveal the students reflections on the audits in the Appendix of the Text. *This assignment is related to SLO #1 and #2. A rubric for this assignment may be found on Blackboard.*

**DUE: 3/18/19 by 1:00 p.m. CST (The first day of the workshop)**

4. Annotated List of Sources: You will create 5 annotations following the annotated bibliography format in Turabian for leadership and 5 annotations for administration. The annotations can come from articles, magazines, journals, books, or websites. These sources are intended to create a binder for you in the areas of leadership and administration in relation to personnel, finances, and property in the context of the local church. A total of 10 annotations should be submitted for this assignment. *This assignment is related to SLO #4. A rubric for this assignment may be found on Blackboard.* **DUE: 3/22/19 by 5:00 p.m. CST (The last day of the workshop)**
5. Administration Synthesis Paper: Writing a five page, double spaced paper outlining your implementation plan for how administrative work is applied in the local church. The student should highlight the planning, organizing, leading, and evaluating components outlined in the Church Administration textbook as well as from several teaching units about these functions. A student may also consider aspects of personnel management, guiding church documents, and budgets within this paper. *This assignment is related to SLO #3. A rubric for this assignment may be found on Blackboard.* **DUE: 4/26/19 by Midnight CST. No work for the course will be accepted after this date.**
6. Responding to assigned case studies and discussion boards from *Designed to Lead*. As assigned through Blackboard. *This assignment is related to SLO #5.* **DUE: During the week of the workshop as assigned by the professors.**

Malphurs Chapter summary	20%
Exam One on Malphurs material	20%
Exam Two on Welch material	20%
Annotations	10%
Administration Synthesis paper	20%
Case study (3 as assigned)	10%

### Course Policies

**Academic Honesty Policy:** All graduate and undergraduate NOBTS students, whether on-campus, internet, or extension center students, are expected to adhere to the highest Christian standard of honesty and integrity when completing academic assignments for all courses in every delivery system format. The Bible provides our standard for academic integrity and honesty. This standard applies whether a student is taking tests, quizzes, exams, writing papers, completing Discussion Boards, or any other course requirement.

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

**Assignment Submission:** All assignments are to be submitted to Blackboard by the assigned time 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 2018-2019 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 (see Blackboard). 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> .

**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:** Need technical assistance? Contact the ITC today!  
Selfserve@nobts.edu - Email for technical questions/support requests with the  
Selfserve.nobts.edu site (Access to online registration, financial account, online transcript, etc.)

BlackboardHelpDesk@nobts.edu - Email for technical questions/support requests with the  
NOBTS Blackboard Learning Management System NOBTS.Blackboard.com.

ITCSupport@nobts.edu - Email for general technical questions/support requests.

504.816.8180 - Call for any technical questions/support requests.

www.NOBTS.edu/itc/ - General NOBTS technical help information is provided on this website. If you experience any problems with your Blackboard account you may email [BlackboardHelpDesk@nobts.edu](mailto: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, TN: Broadman & Holman, 2005.
- Banks, Robert and Bernice M. Ledbetter. *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids, MI: 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, MI: Baker Book House, 2007.
- Blackaby, Henry and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda*, Revised and Expanded. Nashville, TN: 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, TN: 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, CO: NavPress, 1988.
- Dale, Robert. *Pastoral Leadership*, Nashville, TN: 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, MN: Fortress Press, 2008.
- Ford, Leighton. *Transforming Leadership*. Downers Grove, IL: Intervarsity, 1991.
- Gangel, Kenneth O. *Feeding and Leading: A practical handbook on administration in church and Christian organizations*. Grand Rapids, MI: 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 Publishing, 2002.
- Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership*. Thousand Oaks, CA: Sage Publications, 2004.
- Greenleaf, Robert K. *Servant Leadership: A Journey Into the Nature of Legitimate Power and*

- Greatness*. New York: Paulist Press, 1977.
- Greenberg, Jerald and Robert A. Baron. *Behavior in Organization: Understanding and Managing the Human Side of Work*. 10<sup>th</sup> ed. Upper Saddle River, NJ: Prentice Hall, 2010.
- Hamm, Richard. *Recreating the Church: Leadership for the postmodern age*. Danvers, MA: Chalice Press, 2007.
- Herrington, Jim, Mike Bonem, and James H. Furr. *Leading Congregational Change*. San Francisco: Jossey-Bass Publishers, 2000.
- Hersey. *The Situational Leader*. New York: Warner Books, 1984.
- Hesselbein, Francis and Marshall Goldsmith, eds. *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*. San Francisco: Jossey-Bass, 2006.
- Hull, Bill. *The Christian Leader: Rehabilitating Our Addiction to Secular Leadership*. Grand Rapids: Zondervan, 2016.
- Kotter, John. *Leading Change*. Boston: Harvard Business School Press, 2012.
- Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville, TN: Broadman and Holman, 1996.
- Malphurs, Aubrey. *Look Before You Lead: How to Discern & Shape Your Church Culture*. Grand Rapids: Baker Books, 2013.
- 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, MI: Baker Book House, 2007.
- Nieuwhof, Carey. *Leading Change Without Losing It: Five Strategies That Can Revolutionize How You Lead Change When Facing Opposition*. Cumming, GA: The rethink Group, Inc., 2012.
- Powers, Bruce P. (ed.). *Church Administration Handbook*. Nashville, TN: Broadman & Holman Press, 2008.
- Richardson, Ronald. *Creating a Healthier Church*. Minneapolis, MN: 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, TN: Abingdon, 1998.
- Sheffield, Tommy and Tim Holcomb. *Church Officer Committee Guidebook*. Nashville, TN: 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, TN: Broadman Press, 1996.
- Welch, Robert, and Kevin Walker. *The Church Organization Manual*. Richardson, TX: National Association of Church Business Administration, 2011.
- Wren, J. Thomas, ed. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: Free Press, 1995.
- Yukl, Gary. *Leadership in Organizations*. 7th ed. Upper Saddle River, NJ: Prentice Hall, 2009.

## Data Sources



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

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

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

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

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

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

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

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

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