



## **Church Leadership and Administration CEAM 6320 Mentoring**

**Summer 2021**

New Orleans Baptist Theological Seminary  
Church Ministry Division

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*New Orleans Baptist Theological Seminary and Leavell College prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.*

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### **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 2020-2021 academic year the Core Value is *Mission Focus*.

## **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

### **Units of Study**

- Historical overview of leadership and the Biblical response.
- The call of the Christian leader.
- Staffing your ministry.
- Introduction to leadership and change agency.
- The envisioning process, leadership structures, and ministry program management.
- Issues in leadership style, charting a course for ministry, and conflict resolution.
- Introduction to administrative principles with guiding documents of the organization.
- Administrative processes of planning, organizing, leading, and evaluation.
- The leadership/administration focus of self: time management, spiritual life, decision making, delegation, communication, and organizing your work.
- Skills for effective leadership and administration: committees, meetings, and budgets
- Skills for effective leadership and administration: personnel management, facilities, and evaluation.
- Skills for effective leadership and administration: budgets and risk management.
- Skills for effective leadership and administration: The Conviction to Lead.
- Skills for effective leadership and administration: How to Administer the Culture of your organization.
- Skills for effective leadership and administration: Your Leadership and Administration Construct.

**Teaching Method.** The course is being offered in a mentored teaching format and may often be team taught by faculty representing both the Pastoral Ministry and Discipleship and Ministry Leadership Divisions. If two professors are listed as instructors, then emailing a professor a student should include both professors in their email for communication since the course is team-taught with two professors.

**Response Time.** Regarding all forms of correspondence and communication, students can expect a response within two working days Monday through Friday. 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

- 1. Chapter Summary:** Developing a chapter-by-chapter summary of the Malphurs's text: *Being Leaders: 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). **Due: 6/19/2021**
  
- 2. 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.* **DUE: 7/17/2021.**
  
- 3. Annotated List of Resources:** 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.* **DUE: 7/17/2021.**
  
- 4. Case Studies on Discussion Boards:** Respond to assigned case studies and discussion boards from *Designed to Lead* as assigned through Blackboard. *This assignment is related to SLO #5.* **Due: Throughout the semester.**
  
- 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: Due: 7/21/2021.**  
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, or age-group weekly meetings.
  
  - b. Meet with Mentor (20%) Due: Each week by Friday at 4:00, 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 Monday** following the previous weekly mentor meeting, 4:00 CST. A *Ministry Supervision Weekly Report* will be completed by you each week. The completed report will be submitted and uploaded through Blackboard. This report should follow the template provide in Blackboard based on your mentor meeting, course content, and experiences during the week of ministry.

## Summary of Grading and Percentages

Chapter Summary of Malphurs Text	15%
Administration Synthesis paper	15%
Annotated List of Resources	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 follow Turabian 8<sup>th</sup> edition. 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 2019-2020 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.

**NOBTS Style Guide:** This course will follow the NOBTS Writing and Style Guide.

**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.

### **Technical Assistance**

For assistance regarding technology, consult ITC (504-816-8180) or the following websites:

1. [Selfserve@nobts.edu](mailto:Selfserve@nobts.edu) - Email for technical questions/support requests with the [Selfserve.nobts.edu](http://Selfserve.nobts.edu) site (Access to online registration, financial account, online transcript, etc.)
2. [BlackboardHelpDesk@nobts.edu](mailto:BlackboardHelpDesk@nobts.edu) - Email for technical questions/support requests with the NOBTS Blackboard Learning Management System [NOBTS.Blackboard.com](http://NOBTS.Blackboard.com).
3. [ITCSupport@nobts.edu](mailto:ITCSupport@nobts.edu) - Email for general technical questions/support requests.
4. [www.NOBTS.edu/itc/](http://www.NOBTS.edu/itc/) - General NOBTS technical help information is provided on this website.

### **Help for Writing Papers at “The Write Stuff”**

NOBTS maintains a Writing Center designed to improve English writing at the graduate level. Students can receive writing guides, tips, and valuable information to help in becoming a better writer.

### **Plagiarism on Written Assignments**

NOBTS has a no tolerance policy for plagiarism. Plagiarism in certain cases may result in expulsion from the seminary. See the NOBTS Student Handbook for definition, penalties, and policies associated with plagiarism.

## Selected Bibliography

### **Texts**

- Anderson, Leith. *Leadership that Works*, Minneapolis: Bethany House, 1999.
- Anthony, Michael and James Estep. *Management Essentials for Christian Ministries*. Nashville, TN: Broadman & Holman, 2005.
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- Bass, Benard M. *Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. (3rd Ed.). New York: Free Press, 1990.
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- 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.
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- 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.
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- 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.
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- Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville, TN: Broadman and Holman, 1996.
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- Sheffield, Tommy and Tim Holcomb. *Church Officer Committee Guidebook*. Nashville, TN: Convention Press, 1995.
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- 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..

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)

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

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