

**Andrews University  
Seventh-day Adventist Theological Seminary**

**2009 International In-residence Leadership Cohort  
CHMN747, Church Leadership and Management**

**Semester: Fall 2009**

6 Credit Hours

Dates: October 5-16, 2009  
Monday-Friday 8:00 AM - 5:00 PM (Friday 8:00 AM - Noon)  
Seminary Room S215

Professor: Stanley E. Patterson, PhD

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Appointments may be made with Dr. Patterson through Jeanie Craig at 471-6371.

## **I. The Cohort:**

A cohort group will form with this course module, continuing together through GSEM730 Field Research for Ministry, GSEM706 Spiritual and Theological Foundations for Ministry, GSEM 790 DMin Project Proposal, CHMN760 Advanced Leadership Competencies, and CHMN 780 Leading and Managing the Church Organization. Cohort members will meet in groups between intensives and pursue projects that advance their leadership competencies. On completion, the cohort members will have completed a leadership concentration in their DMin program. See the Doctor of Ministry program planner for date and locations of future teaching intensives.

## **II. The Course Description:**

This course module investigates principles, challenges, and practices of Christian leadership, emphasizing the issues that make leadership in the context of the church, education, and non-profit service organizations unique. It includes theological reflection, literature review, theory, and practical application of learning in the context of professional ministry.

The course is prepared especially for leaders and managers of church, community, education, and non-profit organizations.

Each course participant will integrate essential leadership principles and administrative practices into their context of leadership and demonstrate competencies in a portfolio of experience. Participants will share accountability for their development in peer groups that meet outside of the two week intensive.

Participants take this course with a cohort as the part of a sequence of GSEM 706 (May 4-14), GSEM 730 (May 17-21), CHMN 747 (Oct 5-16, 2009), GSEM790 (Oct 18-22), CHMN 760 (Jan 10-18,

### III. Assessment:

Assessment is accomplished by evaluating participation and assignments around the competencies of the concentration. There are seven competencies in the area of being, three in the area of knowing, and two broad competencies in the area of doing. The chart below describes the process of judging the integration of those competencies. Distinctions become vague when the contribution of all experience to the cyclical process of true learning in the areas of being, knowing, and doing are

### IV. The Competencies and Learning Outcomes supported by this course:

**BEING:** The graduate will be engaged in a learning process aimed at enhancing personal spirituality, enriching the personal life, and improving professional relationships through an expanding awareness that God has called them to be:

	Event	Assessment
1. Spiritually mature	2g, 3g,	Observation, feedback, journals
2. Living by the Spirit (Galatians 5:22-26)	2g	Journals, group discussion
3. An enricher of personal and family life		
4. Committed to ministry		
5. In possession of a biblical perspective of evangelism, mission, and ministry		
6. Nurturing and maintaining positive collegial relationships		
7. In possession of a global view of society and ministry	7d, 8g	Group discussion, Journals, observation

**KNOWING:** The graduate will possess an advanced understanding of sound theological and theoretical principals that support Christian leadership and how they contribute to responsible global ministry by exhibiting knowledge and understanding of:

	Event	Assessment
1. The theories of leadership	1b,c, 2f, 2g, 3c,d,i, 4e, 7b,c,g,	Journals, group discussion, personal vision
2. A biblical theology of leadership	1d, 2b,c,d, 5b,c; 8e,h	group discussion, theo reflection
3. Organizational culture and systems thinking	7c,e	discussion

**DOING:** The graduate will model Christ-like ministry and demonstrate effective contribution to the mission of the church by wise and competent application of leadership theology and theory to practical and innovative solutions for ministry challenges by practicing the following core leadership

	Event	Assessment
1. A God-given, Passion-stirring Shared Vision	4b,c,d,	personal vision, discussion, feedback
2. Demonstrating Faith-based Hope	9b,c	journal, discussion
3. Exercising Solid Integrity	9d,e,f,g,h	journal, discussion, video discussion
4. Courage to Challenge the Status Quo		
5. Unswerving Commitment to Empowering People		
6. Abundance Mentality		
7. Appreciation of Diversity	5d, 8g	discussion, reflective journal

...and the practice of five (5) of the following administrative skills:		
1. Facilitating Effective Planning	5e,	discussion
2. Managing Resources Responsibly		
3. Communicating Effectively		
4. Building Effective Teams	1e,7f	Group game, observation, video
5. Managing Change		
6. Managing Conflict		
7. Evaluation and Assessment	*a, 2h, 3h, 4f, 9i	Discussion, self-assessment instrument, portfolio, verbal feedback, evaluation
8. Making Meetings Matter		
9. Coaching		
10. Mentoring Others		

## V. The Course Requirements:

1) Workload:

The academic requirements for this course are based on six academic credits. A six-credit course at the 700 level taken at the Seventh-day Adventist Theological Seminary requires approximately 70 hours of class attendance and about 290 hours of required class work spent in reading, research, preparation of assignments, and writing. (See table insert below)

2) Reading and Reflection:

**BOOKS:** A reading report and journal is due the first day of the teaching intensive for the six required pre-session titles. The journal is an informal reflection of your thoughts on each chapter as you read the book. Reflection in this context suggests a cognitive and imaginative process. Examine what you read in the article/chapter and “bounce it off” what you have experienced or imagined. Consider the text in the light of your values, experiences, ideas, and hopes. The result is your “reflection” on the text. Give deliberate and intentional attention to how the text relates to your life, and relate it with written clarity. Journals are usually four to six pages, need not follow any particular style other than chapter separators, and will not be graded for grammar, writing quality, etc. The reading report is a simple statement that you have read the required books.

Required Reading: (Pre-intensive)

- a. Greenleaf, Robert. *Servant Leadership* . Mahwah, NJ: Paulist Press, 1977. 329 pages. (This is the original work; 2002 edition reprint of original is OK)
- b. Northouse, Peter G. *Leadership: Theory and Practice* (4th Edition). Thousand Oaks: Sage Publications, 2006. 412 pages.
- c. Kouzes, James & Barry Posner. *The Leadership Challenge* . 4th edition. San Francisco, CA: Jossey-Bass, 2008. 416 pages. (available on Amazon as discounted bundle with Northouse above)
- d. Elmer, Duane. *Cross-cultural servanthood: Serving the world in Christlike humility* . Downers Grove, Intervarsity Press, 2006. 212 pages.
- e. Rost, Joseph. *Leadership for the 21st Century* . Praeger: 1993. 220 pages.

f. Wheatley, M. J. *Leadership and the New Science: Discovering Order in a Chaotic World* (paperback edition). San Francisco: Berrett-Koehler, 2006. 218 pages.

Required Reading: (Post-intensive)

a. Blackaby, Richard, and Henry T. Blackaby. *Spiritual Leadership: Moving People to God's Agenda*. Broadman & Holman Publishers, 2001. 305 pages.

b. Pue, Carson. *Mentoring leaders: Wisdom for developing character, calling, and competency*. Grand Rapids: Baker Books, 2005. 266 pages.

c. Benefiel, Margaret. *Soul at Work: Spiritual Leadership in Organizations*. New York: Seabury Books (Church Publishing), 2005. 160 pages.

Note:

*Books may be purchased in any manner convenient to the participant. They are available through the Andrews University Bookstore (800-385-2001). Some used books are available at the Amazon online book store.*

4) Ministry Development Plan (MDP)/Portfolio:

Each student will develop a ministry development plan of 5 to 7 pages which will serve as an outline for a personal leadership portfolio that gives evidence of competency development. The completed portfolio is due at the end of the program and must give evidence of work-related application of the leadership principles and the administrative practices presented in the intensives. Remember that the portfolio will be prepared for submission and presentation at the completion of the program. The **Personal Vision Statement** and organizational structure of the portfolio should be turned in by December 10, 2009.

5) Peer Work Groups:

Students will participate in a minimum of three work group sessions for peer support, reflection, and sharing of experience.

- 1 A journal and attendance record of the group meetings will be required from a secretary for each group by December 17, 2009.
- 2 The first group meeting must occur on or before October 28, 2009, and review all Ministry Development Plans from group participants.
- 3 The second group meeting must occur on or before November 19, 2009, and review the work of each student on their paper.
- 4 The third group meeting must occur on or before December 10, 2009, and review the case study done by each student.
- 5 Since this is an on-campus cohort groups should meet face-to-face.

6) LITERATURE REVIEW (chapter 3 of DMin project):

This section of your project should be at least 16 but not more than 22 pages in length. It will review literature relevant to your project report subject with special emphasis on the leadership emphasis. The *Andrews University Standards for Written Work, 11th Edition* will provide the standards for all written work.

7) CASE STUDY:

Each participant will select an effective community, business, education, or church leader, seek permission of that person to write a case study based on their experience, observe critical incident roles and behavior of the subject leader within the context of their leadership, arrange for an interview of at least 35 minutes with the subject leader or an affiliate, interview a minimum of three persons who interact within the subject leader within their community, and write a 4 to 6 page case study documenting the observations, interviews, and describing specific incidents of behaviors relating to a minimum of three of the six leadership essentials.

8) ATTENDANCE AND PARTICIPATION:

- A. Punctual attendance is required for all classes. A maximum of 10% absence of total activities is allowed.
- B. Participation in class discussion, group activities, journaling, and compilation of notes is expected.

Distribution of Hours for CHMN747	
Case Study	17
Reading books (2500 pages)	145
Daily class journals	5
Literature review	80
MDP	15
Portfolio organization	10
Group meetings & journals	18
Classroom Instruction	70
<b>Total hours</b>	<b>360</b>

Point Distribution for CHMN747		
Case Study	130	16.0%
Reading Reflections (9 books)	180	22.5%
Reading Report	45	5.6%
Literature Review	175	21.9%
MDP	120	15.0%
Portfolio	50	6.3%
Group mtgs. X 3	60	7.7%
Daily Journals	40	5.0%
<b>Total Points</b>	<b>800</b>	<b>100.0%</b>

Course Time Parameters and Calculations:  
 The Doctor of Ministry program requires 60 hours of study for each semester credit. This course is six credits, so the entire course module is to require 360 hours.

Grading system (in percentages)									
A: 96-100		B+: 90-92		B-:82-84		C: 75-78			
A-: 93-95		B: 85-89		C+: 79-81		C-: 72-74			

Assignment Submission Dates:			
Assignment	Due Date		Assignment due date: (possible A grade)
Case Study	10-Dec-09		Delay up to 60 days: (no more than A- grade)
Pre-intensive Reading	5-Oct-09		Delay up to 90 days: (no more than B+ grade)
Post-intensive Reading	10-Dec-09		Delay up to 120 days: (no more than B grade)
MDP	10-Dec-09		Delay up to 150 days (no more than C grade)
Portfolio	10-Dec-09		
Group Meetings	28-Oct-09 19-Nov-09 9-Dec-09		The grade of DG (deferred grade) will be given when work is not received.
Group Mtg Report	10-Dec-09		
Literature Review	10-Dec-09		

## VI. General Guidelines

- 1) Guidelines for Written Works** are found on the Seminary website at <http://www.andrews.edu/SEM/academics/criteria.htm>. These guidelines should be taken into account when preparing a written document for this class and will be used to grade the assignments.
- 2) Digital Assignment Submission:** All assignments should be submitted as digital attachments to email sent to [patterss@andrews.edu](mailto:patterss@andrews.edu) unless otherwise instructed. Student is responsible for retaining a "Sent" copy for verification purposes. The professor will keep all assignments and reports turned in to receive a grade for this course until the final grades have been submitted.
- 3) Computer use in class** is for taking notes. The professor reserves the right to discontinue the use of computers during class lectures if inappropriate use is noted.
- 4) Academic Integrity:** Andrews University expects that students will demonstrate the ability to think clearly for themselves and exhibit personal and moral integrity in every sphere of their life. Thus, students are expected to display honesty in all academic matters. Disciplinary actions will be taken in response to dishonesty. More details regarding this policy are found in the *Andrews University Bulletin 2008-2009* (p. 28) and Student
- Disability Accommodations:** If you qualify for accommodations under the American Disabilities Act, please see the instructor as soon as possible for referral and assistance in arranging such accommodations.

These are the basic elements and requirements of this course. Further details may be added or amended by the professor if deemed necessary during the development of the course.