



PATH539-031

CHURCH GROWTH & THE EQUIPPING LEADER SUMMER SEMESTER 2024

Hugo E Rojas, DMIN

SYNOPSIS OF THE COURSE

CLASS & CONTACT INFORMATION

Class Location:	TBD
Class Time/Day:	Scheduled Classes: May 19; 5:00pm-8:00pm May 20-23; 8:00am - 12:30pm, 2:00pm - 6:00pm
Course Website:	learninghub.andrews.edu
Credits Offered:	3
Instructor's phone:	(269) 471-8321
Instructor Email:	elir@andrews.edu
Office location:	NAD Evangelism Institute S321
Office hours:	To schedule an appointment click the link below https://app.acuityscheduling.com/schedule/0457bc69 Or email the instructor to make an appointment.

BULLETIN DESCRIPTION OF COURSE

This is a course taught by the NAD Evangelism Institute at the Seventh-day Adventist Theological Seminary. The NAD Evangelism Institute is a Division's institution assisting the Seminary in the fulfillment of its practical theological education objectives. As such, this course reflects the Institute's mission statement: Equipping leaders for Missional Disruption including deeper involvement in fulfilling the mission of the North American Division.

This course then, is "An examination of church growth research, principles, and practices, with a special focus on the role of the pastor as an equipper."

Additionally, the course will examine the harvest potential of unchurched people, consider a biblical theology for reaching the lost, and provide strategies for reaching individuals, renewing declining churches, and planting new churches.

REVISION STATEMENT

The instructor reserves the right to revise the syllabus for the benefit of the learning process with

appropriate notification to the students.

PROGRAM AND LEARNING OUTCOMES

Your degree program seeks to help you achieve the **Program Learning Outcomes** basic to your chosen profession. Your Program Learning Outcome primarily addressed in this course is:

- MAPM: Evangelism – Exhibit capability for training church members for evangelism.
- MAPM: Leadership – Demonstrate an understanding of how to empower church members for leadership.

The following **Course Learning Outcomes** contribute to the overall Program Learning Outcomes by Identifying the key learnings to be achieved by diligent work in this course:

1. Facilitates the Full Cycle of Evangelism/Discipleship
 - Models effective personal evangelism and empowers community outreach. Implements contextually appropriate best practices for evangelism/discipleship to facilitate a culture of evangelism/discipleship in the local congregation.
2. Leadership: Empowers Church to Strategic Mission
 - Implements best practices for developing and implementing a written strategy for the Church.
3. Evangelism: Advances Church Planting (Introductory)
 - Articulates the importance of church planting from Scripture and denominational history and demonstrates growing ability to implement best practices for planting a viable church (Advanced Knowledge and Competency gained through PATH606 Mission-Shaped Church Planting).
4. Evangelism: Successful in Leading and Promoting Small Group Ministries (Introductory)
 - Demonstrates growing ability to implement best practices to lead different types of small groups using a variety of resources. (Advanced Knowledge and Competency gained through PATH656 Evangelistic Small Groups).

COURSE OVERVIEW

COURSE MATERIALS

Required Course Materials:

1. Russell Burrill & Tom L. Evans. *Creating Healthy Adventist Churches Through Natural Church Development*. Berrien Springs, NADEI. (85 pages)
2. Paul Brantley, Dan Jackson & Mike Cauley. *Becoming a Mission-Driven Church: A Five-Step Strategy for Moving your Church from Ordinary to Exceptional*. Nampa ID: Pacific Press Publishing Association, 2015, ISBN 978-0-8163-5730-7. (244 pages)
3. Aubrey Malphurs. *Strategic Disciple Making: A Practical Tool for Successful Ministry*. Grand Rapids, MI: Baker Books, 2009. (192 pages)

Finding Books

It is the student's responsibility to locate and read the assigned books before the course. Books can

be purchased in any manner convenient to the participant. However, we would like to offer the following recommendation.

Off-campus students can order textbooks by visiting us at www.nadei.org and selecting the Resource Center. Choose your books from the Textbook category to receive a 10% discount. You can also order by phone: 269-471-8303 and speak to Andrea Pusey.

Note: If you have previously read one of these books as an assignment in a different MAPM course, see the instructor to select a different text as you cannot claim academic credit for the same reading in different courses.

PRE-INTENSIVE COURSE REQUIREMENTS

Pre-Intensive Course Requirements

3 Book Reviews

- Brantley, Jackson & Cauley. *Becoming a Mission-Driven Church* — 40 pts
- Burrell & Evans. *Creating Healthy Adventist Churches* — 20 pts
- Aubrey Malphurs. *Strategic Disciple Making: A Practical Tool for Successful Ministry* — 40 pts

The Book Reviews will be worth 100 points, for an equivalent of 20% of the course grade. Reading reports must give evidence the books were well read. Reports must be submitted through Learning Hub with 1-inch margins, double-spaced, size 11 or 12 font. Each report can be 1.5 – 2 pages long.

The reviews must be submitted before the beginning of the class period at which they are due (unless otherwise announced).

REQUIREMENTS DURING THE INTENSIVE

Regular attendance is required at all classes and other academic appointments.

Quizzes

1. There will be ten quizzes. Each of them will be worth 10 points. The quizzes will be an equivalent of 20% of the course grade.
2. The quizzes will be based on the content of the class lectures and reading assignments. They will require short essays as well as include true and false, multiple-choice, matching, and fill-in questions.
3. The quizzes will be given at the beginning of the morning and afternoon intensives. – See the topics and assignment outline on page 5 for the scheduled dates for the quizzes.

Students are expected to adhere to those dates and to integrate them into their planning calendar. The only exceptions to the prescribed dates are illness or dire emergency. Personal plans, family events, church activities, and the like do not qualify for a change of date.

POST-INTENSIVE COURSE REQUIREMENTS

Strategic Plan for Growing a Church

Each student will write a Strategic Plan Project based on class lectures, readings, and personal ministry reflection. The student creates the plan to move members and leadership to be mission driven. The primary objective is to mobilize the church to reach people everywhere with the distinctive, Christ-centered, Seventh-day Adventist message of hope and wholeness.

To create a process to move the church to growth. The Strategic Plan Project must include the following six areas and be not less than 8 pages long.

1. **Articulating Basic Values that will Define the Culture.** These are aspirational values instilled in the congregation to define culture. They should have a Biblical and Theological foundation that will guide the church in the fulfillment of its mission.
2. **An Overview of the Strategy with Dates.** It should start with assessing the church’s preparedness. The plan includes a time frame and dates for preparation, assessment, team development, creating a mission, vision statements and strategy implementation. To create habits and sustainability the strategy should include plans to repeat the process.
3. **The Strategy Should Include** and elaborate on the following aspects:
 - Building the Team
 - Mission and Vision Statements and Plans. These aspects should follow the criteria given in class.
4. **Role of the Pastor.** The strategy includes intentional education of the role of the pastor and throughout the strategy there is evidence that the student understands their role in relationship to lay ministers.
5. **Leadership Development.** The plan grapples with the issues of APEST with opportunities provided for personalized equipping within diverse ministries. Careful consideration is given on how these relate to the overall strategy. Includes a list of resources for equipping.
6. **Include Goals and How Progress will be Measured.** The strategic plan should be well thought out and contain a department roadmap to align ministries with the church’s mission. Annual assessment is included to measure culture progress and evaluate effectiveness.

Course topics and assignments have been selected to contribute to learning and evaluating these Course Learning Outcomes (CLOs) as follows:

Date	Topic	Assignment Due	PLO/CLO Addressed
May 19, 2024	Syllabus Review Challenge of the Harvest	Book Review: <i>Becoming a Mission-Driven Church</i> ; Brantley, Jackson & Cauley Book Review: <i>Creating Healthy Adventist Churches</i> ; Burrill & Evans Book Review: <i>Strategic Disciple Making</i> , Aubrey Malphurs Quiz 1	PLO: 3 CLO: 1
May 20, 2024 AM	Dysfunctional Systems & Pathologies Theology of Church Growth	Quiz 2: 8:30 AM	PLO: 4 CLO: 2

May 20, 2024 PM	Role of the Clergy in NT Era Adventism— Past & Present Role of Leadership	Quiz 3: 2:00 PM	PLO: 4 CLO: 2
May 21, 2024 AM	Evangelism & Discipleship Church Growth Movement	Quiz 4: 8:30 AM	PLO: 4 CLO: 2
May 21, 2024 PM	Dealing with Change and Its Process Organizing for Growth	Quiz 5: 2:00 PM	PLO: 4 CLO: 1
May 22, 2024 AM	Natural Church Development Church Transformation & Revitalization	Quiz 6: 8:30 AM	PLO: 4 CLO: 1
May 22, 2024 PM	Priesthood of All Believers Spiritual Gifting & Assessment The Ministry of All Believers	Quiz 7: 2:00 PM	PLO: 4 CLO: 1&2
May 23, 2024 AM	Structuring the Church around APEST Lifestyle Evangelism Friendship Evangelism	Quiz 8: 8:30 AM	PLO: 3 CLO: 1&2
May 23, 2024 PM	A Guest Welcoming Church - Church Planting Leading Multiplication	Quiz 9: 2:00 PM	PLO: 3 CLO: 1 & 2
July 31, 2024	Post-intensive	Strategic Plan for Growing a Church	PLO: 3, 4 CLO: 1, 2

MORE ABOUT THE COURSE

This course positions congregational leadership for the purpose of equipping churches towards effective ministry and evangelism in local communities. A biblical and mission-focused paradigm regarding church growth and multiplication shapes the students' awareness and competencies for: church growth principles and methods, assessment of spiritual gifting, community-based ministry, evangelism and discipleship cycles, church values and culture change, revitalization, and a capstone strategic planning project.

ATTENDANCE

Regular attendance is required at all classes and other academic appointments. When the total number of absences exceeds 10% of the total course appointments, the teacher may assign a failing grade. Merely being absent from campus does not exempt the student from this policy. Absences recorded because of late registration, suspension, and early/late vacation leaves are not excused. The class work missed may be made up only if the teacher allows. Three tardies are equal to one absence.

TIME EXPECTATIONS FOR THE COURSE

US Credit-Hour Regulations

For every semester credit, the Andrews University credit hour definition requires that:

• **Courses for professional masters' degrees** include 15 instructor contact hours and 30 hours of independent learning activities.

The calculation of hours is based on the study skills of the average well-prepared graduate student. Students weak in these skills: 1) may require more time and should consider taking fewer classes each semester; and 2) can find skill development assistance through the Seminary Study and Research Skills Colloquia, the AU Writing Center, and AU Student Success office.

To achieve the outcomes of this course, learning time will be distributed as follows:

Lectures & Discussion (including arranged hours)	45 hours
Quizzes	15 hours
Assignments Outside of Class	
Assigned Reading (521 pages at estimated 18 pages/hour)	29 hours
Book Reports (2 hours/report)	6 hours
APEST Report & Submission	5 hours
Mission Focused Strategic Plan (10 pages at estimated 6 hours/section)	35 hours
Total Time	135 hours

GUIDELINES FOR COURSE ASSIGNMENTS

Grades are based on the independent learning activities below which provide practice toward, and assessment of, the learning outcomes of this course. The grade weighting for each assignment is provided in the right-hand column. Specific due dates are given in the Course Overview above.

ASSIGNMENT DESCRIPTION	WEIGHT
Attendance and Participation	10%
<p>Quizzes</p> <ul style="list-style-type: none"> • There will be ten quizzes. Each of them will be worth 10 points. The quizzes will be an equivalent of 20% of the course grade. • The quizzes will be based on the content of the class lectures and reading assignments. They will require short essays as well as include true and false, multiple-choice, matching, and fill-in questions. • The quizzes will be given at the beginning of the class period. – See the topics and assignment outline on page 5 for the scheduled dates for the quizzes. • Students are expected to adhere to those dates and to integrate them into their planning calendar. The only exceptions to the prescribed dates are illness or dire emergency. Personal plans, family events, church activities, and the like do not qualify for a change of date. 	20%

<p>APEST Report — Due May 23</p> <p>Turn in one single report (in any format) that includes the following:</p> <ul style="list-style-type: none"> • The results of your APEST inventory (the assessment tool will be provided). • One-page reflection that answers the following two questions: “Do I feel the results are an accurate reflection of who I am?”, and secondly, “Reflecting on my APEST gifting, what might a fulfilling and fruitful ministry look like to me?” 	10%
<p>Three Reading and Book Reports — Due May 19</p> <ul style="list-style-type: none"> • Brantley, Jackson & Cauley, <i>Becoming a Mission-Driven Church</i> — 40 pts • Burrell & Evans, <i>Creating Healthy Adventist Churches</i> — 20 pts • Aubrey Malphurs, <i>Strategic Disciple Making</i> — 40 pts <p>The Book Reviews will be worth 100 points, for an equivalent of 20% of the course grade. Reading reports must give evidence the books were well read. Reports must be submitted through Learning Hub with 1-inch margins, double-spaced, size 11 or 12 font. Each report can be 1.5 – 2 pages long.</p>	20%
<p>Strategic Plan for Growing a Church — Due July 31</p> <p>Each student will write a Strategic Plan Project based on class lectures, readings, and personal ministry reflection. The student creates the plan to move members and leadership to be mission driven. The primary objective is to mobilize the church to reach people everywhere with the distinctive, Christ-centered, Seventh- day Adventist message of hope and wholeness.</p> <p>To create a process to move the church to growth. The Strategic Plan Project must include the following six areas and be not less than 8 pages long.</p> <ol style="list-style-type: none"> 1. Articulating Basic Values that will Define the Culture. These are aspirational values instilled in the congregation to define culture. They should have a Biblical and Theological foundation that will guide the church in the fulfillment of its mission. 2. An Overview of the Strategy with Dates. It should start with assessing the church’s preparedness. The plan includes a time frame and dates for preparation, assessment, team development, creating a mission, vision statements and strategy implementation. To create habits and sustainability the strategy should include plans to repeat the process. 3. The Strategy Should Include and elaborate on the following aspects: <ul style="list-style-type: none"> • Building the Team • Mission and Vision Statements and Plans. These aspects should follow the criteria given in class. 4. Role of the Pastor. The strategy includes intentional education of the role of the pastor and throughout the strategy there is evidence that the student understands their role in relationship to lay ministers. 5. Leadership Development. The plan grapples with the issues of APEST with opportunities provided for personalized equipping within diverse ministries. Careful consideration is given on how these relate to the overall strategy. Includes a list of resources for equipping. 	40%

<p>6. Include Goals and How Progress will be Measured. The strategic plan should be well thought out and contain a department roadmap to align ministries with the church's mission. Annual assessment is included to measure culture progress and evaluate effectiveness.</p> <p>See Grading Rubric for this assignment on page 13 Appendix 2</p> <p>7. The Strategic Plan Project is due by 11:59pm July 31, 2024. The Plan will be worth 200 points, for an equivalent of 40% of the course grade.</p>	
Total	100%

Assignments

To make grading fair for everyone, grades will be assigned based on the above requirements alone. No individual arrangements will be made for those requesting last-minute grade adjustment or extra credit.

Submission of Assignments

Assignments are to be turned in on Learning Hub before the beginning of the class period at which they are due (unless otherwise announced)

Late Submission

Assignments are an essential part of class activities. Late assignments will lose 30% of possible points within the 1st day late, after that it will lose an additional 15% per day. Any requests for extra time on an assignment must be made in advance with the professor. This request must be formally made in writing. Such requests should be a rarity and be accompanied by a valid reason why the work could not be done by the date due.

Resubmission of Assignments

To facilitate maximum learning, students who receive a poor grade on the final project and presentation may resubmit the assignment one additional time. The resubmission will be before the end of 3 days after the student's request in writing and receives a response from the teacher. Resubmissions will be worth up to 80% of the original total possible score.

ABOUT YOUR INSTRUCTOR

Dr. Eli Rojas serves as Associate Director of the North American Division Evangelism Institute. He is teaching classes in areas where his passion in ministry energizes him. These are church growth, leadership development for pastors and mobilizing the laity, evangelism and helping students have a personal experience through field school evangelism, and discipleship through small groups ministry. He has had over thirty years of pastoral ministry.



Dr. Rojas served as Ministerial Director, Family Ministries, and Men's Ministries Director for the Chesapeake Conference of Seventh-day Adventists from 2014 to 2023. Prior to that he served in the Carolina Conference of Seventh-day Adventists. During his time there he served several churches, planted six churches, and from 2011 to 2014 he also served as Family Ministries Director

while serving local churches.

Education:

DOCTOR OF MINISTRY <i>Andrews University Theological Seminary Berrien Springs, Michigan</i>	Graduated 2011
MASTERS IN DIVINITY <i>Andrews University Theological Seminary Berrien Springs, Michigan</i>	Graduated 2001
BACHELOR OF ARTS IN THEOLOGY <i>Southern Adventist University</i>	Graduated 1993
MAXWELL LEADERSHIP INSTITUTE CERTIFICATION	Completed 2020
PREPARE-ENRICH CERTIFICATION	Completed 1995

Experience:

ASSOCIATE DIRECTOR – NADEI Andrews University Theological Seminary Berrien Springs (2023 – present)

MINISTERIAL SECRETARY – Chesapeake Conference of Seventh-day Adventists (2014 – 2023)

FAMILY MINISTRY DIRECTOR – Carolinas Conference of Seventh-day Adventists (2011 – 2014)

PASTOR – Carolinas Conference of Seventh-day Adventists (1993 – 2014)

OTHER COURSE-RELATED POLICIES

Academic Integrity

The Seminary expects its students to exhibit rigorous moral integrity appropriate to ministry leaders representing Jesus Christ. Complete honesty in academic matters is a vital component of such integrity. Any breach of academic integrity in this class is subject to discipline. Consequences may include receipt of a reduced or failing grade, suspension or dismissal from the course, suspension or dismissal from the program, expulsion from the university, or degree cancellation. Disciplinary action may be retroactive if academic dishonesty becomes apparent after the student leaves the course, program, or university. A record of academic integrity violations is maintained by the University Student Academic Integrity Council. Repeated and/or flagrant offenses will be referred to an Academic Integrity Panel for recommendations on further penalties.

Academic Dishonesty includes:

- Plagiarism in which one fails to give credit every time use is made of another person's ideas or exact words, whether in a formal paper or in submitted notes or assignments. Credit is to be given by use of:
 - Correctly designed and inserted footnotes each time one makes use of another individual's research and/or ideas; and
 - Quotation marks placed around any exact phrases or sentences (3 or more words) taken from the text or speech of another individual.
- Presenting another's work as one's own (e.g., placement exams, homework assignments);
- Using materials during a quiz or examination other than those explicitly allowed by the teacher or program.
- Stealing, accepting, or studying from stolen quizzes or examination materials.
- Copying from another student during a regular or take-home test or quiz.
- Assisting another in acts of academic dishonesty
- Submitting the same work or major portions thereof, without permission from the instructors,

to satisfy the requirements of more than one course.

For additional details see: https://www.andrews.edu/academics/academic_integrity.html

Use of Artificial Intelligence

"Submitting Artificial Intelligence (AI) generated text for your different assignments is not permitted. AI-generated content constitutes plagiarism and is a violation of the Andrews University academic integrity standards for students. Student assignments will be submitted to AI and/or plagiarism detection tools to ensure that the student work product is human-created, not AI-generated.

Academic Accommodations

If you qualify for accommodation under the American Disabilities Act, please see contact Student Success in Nethery Hall 100 (disabililes@andrews.edu or 269-471-6096) as soon as possible so that accommodations can be arranged.

Use of Electronics

(The seminary-voted statement regarding recording of course lectures is below. Exceptions are at the discretion of the instructor.)

No recording or streaming is permitted in seminary courses.

Courtesy, respect, and professionalism dictate that laptops and cell phones are to be used only for class-related activities during class Time.

Communications and Updates

Email is the official form of communication at Andrews University. Students are responsible for checking their Andrews University e-mail, Moodle, and iVue alerts regularly.

LearningHub Access

Andrews University Learning Hub hosts this course online. Your Learning Hub username and password are the same as your Andrews username and password. Use the following contact information if you need technical assistance at any Time during the course, or to report a problem with Learning Hub.

Username and password assistance	helpdesk@andrews.edu	(269) 471-6016
Technical assistance with Learning Hub	dlit@andrews.edu	(269) 471-3960
Technical assistance with your Andrews account	http://andrews.edu/hdchat/chat.php	

Emergency Protocol

Andrews University takes the safety of its students seriously. Signs identifying emergency protocol are posted throughout buildings. Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting that specific location. It is important that you follow these instructions and stay with your instructor during any evacuation or sheltering emergency.

Please Note: The instructor reserves the right to revise the syllabus, with the consensus of the class, at any time during the semester for the benefit of the learning process. The up-to-date Course Description for this course may be found at www.learninghub.andrews.edu.

Incomplete Policy

Students who experience extenuating circumstances such as a death in the family, a major car accident, or hospitalization may apply for an Incomplete.

General stipulations

An Incomplete can be assigned only if the following stipulations are met:

- When the major portion of the work for the course has been completed
- The request comes due to illness or unavoidable circumstances.
- Incomplete cannot be assigned because of negligence or inferior performance.
- If a student does not finish an Incomplete and fails the class, they must attend and repeat the course and submit all the required course work.
- Students will be billed \$35 for each incomplete.

Faculty must meet with the student and submit an incomplete contract which clearly states

- A list of work to be completed.
- The date by which each assignment will be submitted.
- The requested completion date, which must be prior to the end of the next semester.
- The grade the student will receive if the work is not completed by the agreed-upon Time.

Duration of an Incomplete

- Ordinarily, an Incomplete shall be concluded during the following semester.
- An Incomplete may be extended to the following semester in cases where circumstances dictate. An additional semester may be granted with approval from the Dean's office.
- Any request for an extension of time beyond the contracted time shall be made in writing before the end of the contracted date and approved by the Dean's office.
- The number of I's on a student's record affects the student's class and workload.

For the MDiv

When an incomplete or Deferred Grade (DG) has not been cleared by the end of the following semester, the student's course load must be reduced as follows:

- One Incomplete/DG—no reduction
- Two Incompletes/DGs—may register for no more than 10 credits.
- Three Incompletes/DGs—may register for no more than 9 credits.
- With more than three Incompletes/DGs, the student must cease taking classes until the incompletes/DGs are cleared.

Important

- Faculty is asked to post alerts in the system as issues arise. This will flag the program office/advisor and keep record of the issue in the system.
- It is requested that faculty and contract teachers hold the line and not grant Incomplete grades unless "unavoidable circumstances" or illness are proven.
- Students who are failing and have no way of passing the class, should be advised by the instructor to withdraw before the withdrawal deadlines, which is 9 calendar days before the term is over or when 80% of the term is completed.
- The responsibility of informing failing students to drop the class is with the faculty member or contract teacher.

- Contract teachers must be informed of this policy.

APPENDIX 1: INTERPRETING LETTER GRADES

LeVer Grades and Percentages

A	94-100%	188-200 pts	B	83-86%	166-173 pts	C	73-76%	146-153 pts
A-	90-93%	180-187 pts	B-	80-82%	160-165 pts	C-	70-72%	140-145 pts
B+	87-89%	174-179 pts	C+	77-79%	154-159 pts	D	60-69%	120-139 pts
						F	<60%	0-120 pts

The B Grade

The B grade is a sign that you have competently fulfilled all the requirements stipulated for an assessment or competency evaluation. It is a very good grade and demonstrates a high level of knowledge, insight, critical competence and professional presentation standards essential for an individual wishing to pursue a career as a professional leader in ministry.

The A Grade

An A grade is given only when a student not only fulfills the criteria for a B grade, but in doing so demonstrates an advanced academic aptitude for content knowledge, critique, synthesis and independent insight, while exhibiting highly developed communication skills and professional publication standards that would allow them to pursue a highly competitive academic career.

The C Grade

The C grade differs only from a B grade in that the traits outlined in the B grade above are not consistently applied. However, with diligence and by applying feedback from your lecturer, the academic process can provide opportunity for a student to improve their consistency, and hence, their grade.

The D Grade

The D grade points to a limited level of knowledge, insight, and critique, as well as to inadequate quality of written work. This may be because of a lack of Time management on the part of the student, difficulty grasping the concepts being taught, use of English as a second language, or a personal issue that is affecting one's concentration and motivation levels. Again, with diligence, applying feedback from your lecturer, and seeking services offered by the University like the writing lab or the counseling center, the academic process can provide an opportunity for a student to significantly improve their performance.

The F Grade

A failing grade is given when very limited or no demonstrable competency has been observed.

APPENDIX 2: ASSIGNMENT RUBRIC FOR CHURCH PLANT PROJECT

Criteria	Exceptional 30	Proficient 26	Satisfactory 22	Marginal 18	Unsatisfactory 14	Weight
1. Basic Values That will Define the Culture	Aspirational Values are exceptionally written. Foster evangelism and are articulated with a Biblical and Theological foundation.	Aspirational Values are well written. Foster evangelism and contain a Biblical reference to support the value.	Values are listed. A few foster evangelism and contain a Biblical reference to support the value.	Values are tangential to project. Limited to proof texting with little or no mention of evangelism.	Behaviors instead of values are listed. Confusion as to what constitutes a value	30
2. Overview of Strategy Including Assessing the Church's Preparedness	The plan includes a Time frame and dates for preparation, assessment, team development, creating a mission, vision statements and strategy implementation. In order to create habits the strategy includes plans to repeat the process.	The plan stipulates an overall Time frame for preparation, assessment, team development, creating a mission, vision statements and strategy implementation. To create habits, the strategy includes plans to repeat the process.	A time frame is mentioned. Essential steps are listed with brief descriptions for each step. Plans to repeat the process are evident.	Although some essential steps are listed, some have been omitted. Very brief descriptions are given for each step. There is no evidence of creating habits by mention of repeating the process.	Very few or no essential steps are listed.	30
3. Basic Steps: Build the Team Mission Vision and Plans	The Mission and Vision statements are excellent. Criteria application is clear. The plan includes the development of a Mission-Driven Team, including coaching and assessment.	The Mission and Vision statements are good. Criteria application is clear. The plan includes the development of a Mission-Driven Team, including coaching and assessment.	The Mission and Vision statements are average. Criteria application is clear. The plan includes the development of a Mission-Driven Team, including coaching and assessment.	Menion is made in the steps in the nature and process of change with little or no practical suggestions.	Tangential to the project, limited to one fits all solutions and a Lone Ranger approach is evidenced	30
4. Role of the Pastor	The strategy includes intentional education of the role of the pastor and throughout the strategy there is evidence that the student understands their role in relationship to lay ministers.	The strategy evidences a clear understanding of the role of the pastor and the need for equipping the laity for ministry.	Although there is evidence of understanding of the role of clergy there is an apparent disconnect with the relationship of the ministry of the laity to the project.	The pastor is presented as the sole initiator and leader recruiting unwilling volunteers to accomplish tasks.	The pastor is described in role of caretaking, initiator and leader, while the laity is viewed as drafted participants.	30
5. Leadership Development	The plan grapples with the issues APEST and opportunities are created for personalized equipping within diverse ministries. Careful consideration is given on how these relate to the overall strategy. Includes a list of resources for equipping.	The plan includes a list of equipping factors and events and how these relate to the overall strategy, a budget, and a list of resources for equipping.	The need for equipping is mentioned. Equipping opportunities are limited.	Equipping is limited to program implementation with little or no consideration personal contributions.	Little or no mention is made for the need of equipping or events.	30
6. Goals and Measuring Progress	The strategic plan is well thought out and contains a department roadmap to align ministries with the church's mission. Annual assessment is included to measure culture progress, and evaluate effectiveness.	The strategic plan is good. Essential steps are identified and there is evidence of a logical progression that leads to short and long-term goals. Little or no mention of long-term sustainability.	The strategic plan is basic. Activities are proposed and there is some evidence of a logical progression that leads to short and long term goals.	Large number of proposed activities but they seem disjointed and there is no evidence of progression or interconnectedness.	A few activities are mentioned but there is little or no evidence of strategy and planning to achieve desired outcomes.	30
Criteria	Exceptional 20	Proficient 16	Satisfactory 12	Marginal 8	Unsatisfactory 4	Weight
7. Grammar, References, Bibliography	Error free grammar, references, bibliographic entries	1-5 errors in grammar, references, bibliographic entries	6-10 errors in grammar, references, bibliographic entries	11-15 errors in grammar, references, bibliographic entries	16 or more errors in grammar, references, bibliographic entries	20

APPENDIX 3: BIBLIOGRAPHY OF RECOMMENDED BOOKS & RESOURCES

Church Growth Studies:

Allan Hirsch and Tim Catchim, (2014). *The Permanent Revolution: APEST for the People of God, A Six Week Exploration*. Canada: Mission Publishing.

Alan Hirsh, 5Q: *Reactivating the Original Intelligence and Capacity of the Body of Christ*. Canada: Mission Publishing.

Burrill, Russell. *Waking the Dead: Returning Plateaued and Declining Churches to Vibrancy*. Hagerstown, MD: Review & Herald, 2004.

Kidder, S. Joseph. *The Big Four: Secrets to a Thriving Church Family*. Hagerstown, MD: Review & Herald, 2011.

Stetzer, Ed and Thom S. Rainer. *Transformational Church: Creating a New Scorecard for Congregations*. Nashville: B & H, 2010.

Church Growth Strategies:

Stetzer, Ed, and Mike Dodson. *Comeback Churches: How 300 Churches Turned Around and Yours Can Too*. Nashville TN: B&H Books, 2008.

Mikelberg, Mark. *Becoming a Contagious Church: Increasing Your Church's Evangelistic Temperature*. Grand Rapids: Zondervan, 2007.

Thom S. Rainer and Eric Geiger, (2011). *Simple Church, Returning to God's Process for Making Disciples*. Nashville, TN: B&H Publishing Group.

Coaching:

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