Contact Information

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Instructor Office Hours: (Thursdays, 9am-5pm (Eastern Standard Time)

Course Description and Prerequisites

An advanced course focused on understanding the purposes, processes, and problems involved in organizational administration, including the area of Christian education. Areas of study include budgeting, scheduling, staff management, committee structure and leadership, and facilities, encouraging a Christian concept of stewardship

Course Objectives

➢ Synthesize a biblical basis for a personal management and leadership philosophy.
➢ Write objectives, goals, and action plans for achieving growth in an organization.
➢ Write job descriptions for various vocational ministries, as well as, volunteer positions in a typical church setting.
➢ Plan explicit ways to encourage:
  o Motivation for volunteer leadership.
  o Church planning and budgeting.
  o Personnel policies applicable to a ministry organization.
  o Planning and development of new facilities.

Required Textbooks

- Anthony, M. & Estep, J. *Management Essentials for Christian Ministries*. Broadman & Holman Publishers. 2005. ISBN 9780805431230
- Finzel, H. *The Top Ten Mistakes Leaders Make.* David Cook. 2007. ISBN 9780781445498

Course Requirements and Assignments

1. Weekly Discussion Questions: You will work in Discussion Groups to complete a set of questions that pertain to chapters and articles posted on the course Canvas site. Responses are to be thoughtful, professional, of graduate quality writing, and a minimum of one page, double-spaced, in Word.

DUE: 08-27-23 to 12-10-23   **POINTS: 25 points each/400 points total**

2. Zoom Class Instruction: Each student is required to participate in two Zoom Class Instruction meetings.   These sessions will include instruction and an opportunity to discuss class material. Topics of discussion will relate to the week in which the Zoom meeting is scheduled.

DUE: 08-24-23 & 10-05-23 @7 PM Central Standard Time POINTS: 25 points each/50 points total

3. Book Review and Presentation: You will select one book from the leadership book list to read and explain to your peers. You will submit a 5-page analysis of the book and its major points.   Along with your analysis, you will create a presentation that consists of either PowerPoint or Canva slides (10-20 slides).

DUE: 10/01/23   **POINTS: 150 points**

4. Leader Interview: Each student will choose someone whom he/she considers to be a leader and interview him/her for this course. The interview should last approximately one (1) hour and address a minimum of twelve (12) questions which reflect many of the principles found in *The Top Ten Mistakes*. You will share the information gleaned from this project on this week's Discussion Board and submit a hard copy of your interview to the professor.

DUE: 10/29/23   **POINTS: 150 points**

POINTS: 150 points

5. Leadership Covenant: Each student will produce a typed, one-page covenant to bear witness of what stakeholders can expect from him/her as the leader of their organization.

DUE: 11/19/23   **POINTS: 50 points**

6. Administration Project: You will evaluate and compile a study regarding a local church or non-profit organization. You will submit 10-15 page report regarding the effectiveness of ministry based on the concepts presented in *Management Essentials for Christian Ministries*.

The concepts to review are those articulated in the book: Planning, Organizing, Staffing, Directing and Evaluating

If you are not able to base this on a local church, then give the best practices of each concept as it relates to another organization and fully explain and summarize the concepts. Include biblical insights and guidelines where applicable.

DUE: 12/15/23   **POINTS: 200 points**

Assignments	Due Date	Point Value
Discussion Questions	08/27 to 12/10/23	25 each/400
Zoom Class Instruction	08-24-23 & 10-05-23	50
Book Review	10/01/23	150
Leader Interview	10/29/23	150
Leadership Covenant	11/19/23	50
Administration Project	12/15/23	200
	TOTAL	1000

Online Course Information

(Faculty Instruction: All courses (including online courses) must contain for each credit hour "not less than one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one-quarter hour of credit, or the equivalent amount of work over a different amount of time" (Credit Hour Policy. Delete this paragraph before finalizing syllabus.)

In an online course at Criswell College:

1. Instructors and all students enrolled in that course meet using video-conferencing technology at scheduled class times through the course of a semester or term in order to meet 25–30% of the direct faculty instruction required by the college's Credit Hour policy.
2. The remaining direct faculty instruction is delivered using other means such as:
   - Lectures/instruction for students to watch asynchronously
   - Online content modules in which instructor provides feedback to student work
   - Tests/quizzes on which instructor provides feedback
   - Discussion boards on which instructor provides feedback

Canvas: Criswell College uses Canvas as its web-based learning tool to host/deliver all instructional materials, discussions, assessments, files, and other peripheral tools and applications that support teaching and learning. In online courses at Criswell College, instructors design and use Canvas to:

- organize course content on a module basis using organizational tools within Canvas,
- control the timing of course requirements through module control or assignment due dates to ensure that students are engaged for the full length of the semester or term,
- accept assignments from students only inside the Canvas course (emailed assignments are not acceptable),
- provide written feedback on assignments only within Canvas, preferably through Speedgrader,
- use the Announcement or e-mail feature in Canvas to communicate to the students rather than by broadcasting to a class email listserv outside of Canvas.

Zoom in Canvas is used for all synchronous class sessions.

Students needing assistance with Canvas should contact the Canvas Help Support line at (844) 358-6140. Tech support is available at this number, twenty-four hours a day.

Course/Classroom Policies and Information

Attendance

Students are responsible for enrolling in courses for which they (1) anticipate being able to attend every on-campus class session on the day and time appearing on course schedules, or (2) participating in academically related activities as identified in online-course schedules including synchronous class sessions conducted remotely by video, and then making every effort to do so. When unavoidable situations result in absence or tardiness, students are responsible for acquiring any missed information. Professors are not obliged to allow students to make up missed work. Per their independent discretion, individual professors may determine how attendance affects students' ability to meet course learning objectives and whether attendance affects course grades. Professors apprise students of such information in course syllabi.

Students receiving grants, loans, or scholarships must meet specified requirements of various departments at the college and should consult relevant sections of the *Academic Catalog*. To ensure such funds will not be forfeited, students are responsible for contacting the proper departments to ascertain any specific course participation requirements and consequences of not meeting such requirements. Students receiving grants, loans, or scholarships should consult the Financial Aid office.

While Criswell College is a non-attendance taking institution, it nevertheless must demonstrate that students begin their courses in order to comply with Federal Aid regulations. Accordingly, students must participate in academically related activities during census periods. Failure to meet this requirement will result in students being administratively dropped from courses.

Academically related activity is defined as any course-related activity that may be used as evidence of attendance. Examples include:

- physical presence in a classroom during a class session with the instructor present,

- participation in a synchronous remote video class session with the instructor present,

- submission of an academic assignment, quiz, or exam,

- participation in an interactive tutorial or computer-assisted instruction,

- participation in a study group or discussion board that is assigned by the instructor,

- documentation showing that the student and a faculty member corresponded about the academic subject of the course.

  NOTE: Logging into a Canvas course alone and logging into a Synchronous Online class session without active participation or with the camera off are not considered attendance.

  NOTE: A census period begins on the first day of a semester/term and runs through the end of the last day to drop courses. During the census period, attendance data is collected in order to demonstrate compliance with Federal Aid regulations. There is no census period for winter terms since there is no last day to drop courses.

Grading Scale

(Assigning grade definitions [i.e., above average, average, below average] is optional. Please delete the last column below if not assigning definitions. Additionally, delete these instructions when completing syllabus.)

			Grade Definitions (optional)
A	93-100	4.0 grade points per semester hour	
A-	90-92	3.7 grade points per semester hour	
B+	87-89	3.3 grade points per semester hour	
B	83-86	3.0 grade points per semester hour	
B-	80-82	2.7 grade points per semester hour	
C+	77-79	2.3 grade points per semester hour	
C	73-76	2.0 grade points per semester hour	
C-	70-72	1.7 grade points per semester hour	
D+	67-69	1.3 grade points per semester hour	
D	63-66	1.0 grade point per semester hour	
D-	60-62	0.7 grade points per semester hour	
F	0-59	0.0 grade points per semester hour	

Incomplete Grades

Students requesting a grade of Incomplete (I) must understand that incomplete grades may be given only upon approval of the faculty member involved. An "I" may be assigned only when a student is currently passing a course and in situations involving extended illness, serious injury, death in the family, or employment or government reassignment, not student neglect.

Students are responsible for contacting their instructors prior to the end of the semester, plus filing the appropriate completed and approved academic request form with the Registrar's Office. The "I" must be removed (by completing the remaining course requirements) no later than 60 calendar days after the close of the term or semester in which the grade was awarded, or the "I" will become an "F."

Academic Honesty

Absolute truth is an essential belief and basis of behavior for those who believe in a God who cannot lie and forbids falsehood. Academic honesty is the application of the principle of truth in the classroom setting. Academic honesty includes the basic premise that all work submitted by students must be their own and any ideas derived or copied from elsewhere must be carefully documented.

Academic dishonesty includes, but is not limited to:
- cheating of any kind,
- submitting, without proper approval, work originally prepared by the student for another course,
- plagiarism, which is the submitting of work prepared by someone else as if it were his own, and
- failing to credit sources properly in written work.

Institutional Assessment

Material submitted by students in this course may be used for assessment of the college's academic programs. Since programmatic and institutional assessment is done without reference to specific students, the results of these assessments have no effect on a student's course grade or academic standing at the college. Before submitting a student's work for this type of assessment, the course instructor redacts the work to remove anything that identifies the student.

Institutional Email Policy

All official college email communications to students enrolled in this course will be sent exclusively to students' institutional email accounts. Students are expected to check their student email accounts regularly and to respond in an appropriate and timely manner to all communications from faculty and administrative departments.

Students are permitted to setup automatic forwarding of emails from their student email accounts to one or more personal email accounts. The student is responsible to setup and maintain email forwarding without assistance from college staff. If a student chooses to use this forwarding option, he/she will continue to be responsible for responding appropriately to all communications from faculty and administrative departments of the college. Criswell College bears no responsibility for the use of emails that have been forwarded from student email accounts to other email accounts.

Disabilities

Criswell College recognizes and supports the standards set forth in Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and similar state laws, which are designed to eliminate discrimination against qualified individuals with disabilities. Criswell College is committed to making reasonable accommodations for qualifying students, faculty, and employees with disabilities as required by applicable laws. For more information, please contact the Student Services Office.

Intellectual Property Rights

Unless otherwise specifically instructed in writing by the instructor, students must neither materially nor digitally reproduce materials from any course offered by Criswell College for or with the significant possibility of distribution.

Research and Writing Standards

The default writing style for written assignments in Criswell College Courses is the latest edition of *A Manual for Writers of Research Papers, Theses and Dissertations* by Kate Turabian. However, instructors are free to require alternative writing styles in their courses. These styles include but are not limited to the American Psychological Association (APA), Chicago Manual of Style, Modern Language Association (MLA), and Society of Biblical Literature (SBL) writing guides.

Resources and Support

Student Services: The Student Services Office exists to foster and encourage success in all areas of life—physical, intellectual, spiritual, social, and emotional. Students are encouraged to reach out for assistance by contacting the office at 214.818.1332 or studentservices@criswell.edu. The Student Services Office also works with local counseling centers to ensure that every student has access to helpful mental health resources. More information can be found at Criswell College Mental Health Resources, and students may contact the Director of Student Services if they have any questions.

Wallace Library: Students can access academic resources and obtain research assistance by contacting or visiting the Wallace Library, which is located on campus. For more information, email the Wallace Library at library@criswell.edu. Offsite login information is available in Canvas in the "Criswell Student Training Course" under "Library Information."

Tutoring Center: Students are encouraged to consult with tutors to improve and enhance their skills and confidence in any subject matter taught at the college. Tutors have been recommended by the faculty to ensure that the tutor(s) are qualified to serve the student body. Every tutor brings experience and expertise in an effort to provide the proper resources for the subject matter at hand. To consult with a tutor, students can schedule an appointment through Calendly (https://calendly.com/criswell-tutoringcenter) or by visiting the Tutoring Center located on the second floor in room E203. For questions, call 214.818.1373 or email at tutoringcenter@criswell.edu.

Course Outline/Calendar

Date	Topic	Reading Assignment	Assignment	Assignment Due Date
Session 1				
	Syllabus			
	Theology of Administration	**Part 1 pp. 13-52**	**Discussion 1 Student Intro Zoom Class Instruction**	**Aug. 27**
Session 2				
	Planning - Mission and Vision	**Part 1 pp. 53-86**	**Discussion 2**	**Sept. 03**
Session 3				
	Planning - Strategic Planning	**Part 2 pp. 87-154**	**Discussion 3**	**Sept. 10**
Session 4				
	Organizing - Structures	**Part 3 pp. 155-189**	**Discussion 4**	**Sept. 17**

Session 5				
	Organizing - Meetings and Leaders	**Part 3 pp. 190-221**	**Discussion 5**	**Sept. 24**
Session 6				
	Organizing - Decision Making	**Part 3 pp. 222-239**	**Discussion 6 Book Review**	**Oct. 1**
Session 7				
	Staffing - Developing Staff and Recruiting Volunteers	**Part 4 pp. 240-273**	**Discussion 7 Zoom Class Instruction**	**Oct. 8**
Session 8				
	Staffing - Legal Issues	**Part 4 pp. 274-292**	**Discussion 8**	**Oct. 15**
Session 9				
	Directing - Developing leaders	**Part 5 pp. 293-332**	**Discussion 9**	**Oct. 22**
Session 10				
	Directing - Team Ministry	**Part 5 pp. 333-382**	**Discussion 10 Leader Interview**	**Oct. 29**
Session 11				
	Evaluating Programs and Personnel	**Part 5 pp. 383-426**	**Discussion 11**	**Nov. 05**
Session 12				
	Leadership - Models of Leadership	**Article/Lecture Finzel ch 1-5, pp. 13-110**	**Discussion 12**	**Nov. 12**
Session 13				
	Leadership - Servant Leadership	**Article/Lecture Finzel ch 6-10 pp. 111-222**	**Discussion 13 Leadership Covenant**	**Nov. 19**
Fall Break		N/A		**Nov. 20-24**

Session 14				
	Financial Development/ Stewardship and Generosity	**Articles**	**Discussion 14**	**Dec. 03**
Session 15				
	Non-Profits and Management	**Articles**	**Discussion 15**	**Dec. 10**
Session 16				
	Planning and Developing Church Facilities	**Articles**	**Administration Project**	**Dec. 15**

Selected Bibliography - Leadership

- Gangel, Kenneth O. *Team Leadership in Christian Ministry Using Multiple Gifts to Build a Unified Vision*. Moody Publishers, 1997. ISBN-10 : 0802490166
- Kotter, J. *Our Iceberg is Melting.* New York, NY: St. Martin's Press. 2005. ISBN-10: 031236198X
- Kouzes, James M., and Barry Z. Posner. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations.* 6th ed., Jossey-Bass, 2017. ISBN-10: 1119278961
- Perman, Matt, and John Piper. *What's Best Next: How the Gospel Transforms the Way You Get Things Done.* Zondervan, 2017. ISBN-10: 0310533988
- Tripp, Paul David. *Lead: 12 Gospel Principles for Leadership in the Church*. Crossway, 2020. ISBN-10: 1433567636
- Wilkes, C. Gene*. Jesus on Leadership*: *Becoming a Servant Leader*. LifeWay Press, 2015. ISBN-10: 0842318631

Selected Bibliography – Organization and Administration

- Anthony, Michael J., and James Riley Estep. *Management Essentials for Christian Ministries*. Nashville: B & H Publishing Group, 2005.
- Berkley, James D. *Leadership Handbook of Management and Administration*. Grand Rapids, MI: Baker Books, 2008.
- Cobble, James F., and Richard R. Hammar. *Risk Management Handbook for Churches and Schools*. Carol Streams, IL: Your Church Resources, 2007.
- Welch, Robert H. *Church Administration: Creating Efficiency for Effective Ministry*. Nashville: B&H Academic, 2011.

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