



Columbia Campus

**PM 604 CO
CHRISTIAN LEADERSHIP AND CHURCH ADMINISTRATION
Stephen Clyborne, D.Min.
Adjunct Professor of Practical Theology
Fall, 2010**

Saturdays, September 18, October 16, November 6, and December 11, 9:00 a.m. - 5:00 p.m.

I. COURSE DESCRIPTION

This course is a study of Christian leadership as it relates to the Christian Church. Emphasis is placed upon organizational dynamics, conflict management, spiritual formation, leadership skills, and management practices. Assessment of structures and individuals, problem-solving, and the guidance of the Holy Spirit are formulated in the context of ecclesiastical life cycles and polity.

Required for M.Div. students. Three hours.

II. COURSE OBJECTIVES

The Seminary's mission statement affirms: "The mission of Erskine Theological Seminary is to educate persons for service in the Christian Church." Since service in the Christian Church involves leading and equipping the church to use its resources wisely and responsibly to achieve its mission, a course in Christian leadership and church administration is at the very heart of the Seminary's mission. More specifically, by the end of this course, the student should be able to:

- A. Describe the distinctive challenges of Christian leaders in a postmodern world.
- B. Demonstrate how administration and ministry are related.
- C. Describe the Biblical and theological foundations for Christian leadership and church administration.
- D. Diagnose the personality of a local church.
- E. Identify his/her own personality type, leadership stance, leadership style, leadership strategies, role models for ministry, approach to decision-making, approach to conflict resolution, and spiritual gifts.

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- F. Explain the Biblical concept of authority as it relates to Christian leadership.
- G. Define burnout, discuss its causes and symptoms, and develop a strategy for preventing and coping with it.
- H. Identify practical functions and leadership skills necessary for effective church administration.
- I. Provide leadership that would enable a local church to discover meaning and purpose in its activity.
- J. Develop a bibliography for the field of Christian leadership and church administration.

III. REQUIRED TEXTBOOKS - Students are expected to secure their own copies of all required textbooks. As a convenience, the seminary has a bookstore portal of the website at <http://www.erskineseminary.org/bookstore.html>. There you will find links to familiar vendors (CBD, Amazon, B&N, and Books-A-Million) and can check availability of texts, compare prices, and place orders. The ETS SBA will receive a modest percentage of the profits from students' and professors' purchases through this portal. The Erskine Campus Bookstore will carry a limited number of copies of every required text and orders for books can be placed through the Campus Bookstore.

A. Robert Dale, *Pastoral Leadership: A Handbook of Resources for Effective Congregational Leadership* (Nashville: Abingdon, 1986). ISBN: 0-687-30349-4

B. Robert Dale, *Leadership for a Changing Church: Charting the Shape of the River* (Nashville: Abingdon, 1998). ISBN: 0-687-01485-9

C. Roy M. Oswald and Otto Kroeger, *Personality Type and Religious Leadership* (The Alban Institute). ISBN: 1-56699-025-4

D. A Bible in the English translation of the student's choice.

IV. COURSE REQUIREMENTS AND EVALUATION

A. Attendance/Participation - Students are required to attend all class sessions. Students **must** attend the first meeting of the course. Students who cannot attend the first course meeting should not register for the course or, if already registered, should drop the course and complete the drop/add form. (If the drop/add form is not completed and turned in to the Registrar, the student will still be charged for the course and will receive an "F" grade.) If students have to be absent for part or all of another class meeting day, they are

still responsible for all work missed and all work due. A student who misses as much as one full class day or its equivalent in late arrival or early departure should consult with the professor to see whether it is still possible to pass the course. Students are also required to prepare for each class session by completing all assignments for that session, bringing all textbooks and materials to class, and participating in class discussions and activities. Attendance/participation will count ten percent of each student's final grade.

B. Paper - A paper (ten to fifteen pages in length) will be required according to the schedule listed in the Course Outline/Schedule of Assignments. This paper must be typed/processed (twelve-point type, double spaced, one-inch margins) and fully documented, following the standards in the “Style and Form Standards for All Masters Level Programs” (Erskine Seminary). In this course, footnotes and a bibliography are required in each paper. The paper’s cover page and bibliography are not counted towards page requirements. The paper must be submitted on time, and prepared according to the guidelines provided below. Severe penalties will be levied against papers turned in late. The professor reserves the right to reject work that is excessively late. Papers will be evaluated not only on the basis of content, but also in regard to style. The paper will count twenty percent of each student's final grade.

1. Using the *Myers-Briggs Type Indicator* (MBTI), identify your personality type. Review Oswald and Kroeger’s book *Personality Type and Religious Leadership* and describe the ways your personality type affects your leadership in the church. Apply specific observations in the book to your own personality type and ministry.

2. Interview three people in your church (at least one person close to you and at least one person who only observes you from a distance). Try to include among the people you interview at least one person who has been critical of you. Ask them to identify your leadership style (catalyst, commander, encourager, or hermit) and give their reasons why they chose that label to describe your style. Summarize their responses and compare/contrast their perceptions with your own analysis of your leadership style.

3. Identify your role model for ministry. From your perspective, what is his or her personality type and leadership style? Why is that person your role model? In what ways are you like that person? In what ways are you unlike that person?

C. Mid-Term Exam - A mid-term exam will be given at the beginning of session three. The exam must be taken on the assigned date and may be made up only in extreme circumstances with the prior approval of the professor. The exam will give students the opportunity to reflect upon the Biblical, theological, theoretical, and academic dimensions of Christian leadership and church administration. A study guide will be

given at the end of session two to prepare students for the exam. The mid-term exam will count thirty percent of each student's final grade.

D. Major Project - The major project is due the last class session and will consist of a paper (fifteen to twenty pages in length) and a class presentation (in the time allotted). The paper must be typed/processed (twelve-point type, double spaced, one-inch margins) and fully documented, following the standards in the "Style and Form Standards for All Masters Level Programs" (Erskine Seminary). In this course, footnotes and a bibliography are required in each paper. The paper's cover page and bibliography are not counted towards page requirements. The project paper must be submitted on time, and prepared according to the guidelines provided below. The paper will be evaluated not only on the basis of content, but also in regard to style. The class presentation will be evaluated by the professor and the students based on creativity and usefulness to the class. The major project will count forty percent of the student's final grade (twenty percent for the paper and twenty percent for the class presentation).

1. Write a paper and divide it into two sections:

a. Discuss the subject matter covered in this course that was most helpful/interesting to you. Conduct a project in your church/ministry setting - - presenting, testing, and/or applying that subject matter. Report and analyze your findings. The experiment could consist of interviews, surveys, statistical analysis, group discussions, etc.

b. Discuss a subject in the field of Christian Leadership/Church Administration covered in this course which you would like to explore further or a subject in the field of Christian Leadership/Church Administration important for you that was not covered at all in this course. Research the subject (drawing from a variety of sources) and summarize your findings.

2. Be prepared to present the paper to the class on December 11, in the time allotted. Be as creative as possible in your presentation. Include handouts, audio-visual aids, bibliography, etc. to make your presentation interesting and useful to the class.

E. Grading Scale - The Seminary grading scale will be used:

A	95-100	C	80-83
A-	93-94	C-	78-79
B+	91-92	D+	76-77
B	88-90	D	72-75
B-	86-87	D-	70-71
C+	84-85	F	0 - 69

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V. **Seminary Policies**

A. Drop/Add and Course Withdrawal: Once a student has completed, signed, and submitted his/her registration to the Registrar for this class, it is a binding contract, and billing will be based on this registration. If the student decides not to take this class, he/she must complete a “drop/add” form and secure the appropriate signatures prior to the drop/add deadline during the second week of the semester or term. If one wishes to withdraw from the course after the drop/add deadline, one must complete a withdrawal form, and tuition will be refunded on a pro rated basis. Failure to withdraw from the class properly will result in the student’s receiving a grade of “F” for the course, and full tuition charges will apply. No exceptions will be made to this policy.

B. Language about God and Humanity - Although God transcends the distinction between male and female, the Bible and the Church’s historic creeds and confessions use masculine language in reference to God. Thus, the Seminary encourages all students to retain this masculine usage when speaking and writing about God. Furthermore, the Seminary recognizes that all human beings, male and female, are created equally in the image of God (Gen. 1:26-27), and believers of both sexes are fellow heirs of the grace of life (1 Pet. 3:7). Accordingly, whenever students are speaking and writing about males and females, they should use language that clearly includes both men and women (for example, by saying/writing "humanity" rather than "man" or "people" rather than "men").

C. Conduct in Theological Discussions - Erskine Seminary is committed to the one, holy, catholic, and apostolic Church, and it expects its students to show respect for all who identify with that one Church. In all written work, oral presentations, and discussions both inside and outside the classroom, the Seminary expects students to conduct discussions of controversial issues in a context of respect for those with whom one disagrees. Please see the Community Life Statement in the Catalog for more information.

D. Incompletes - The grade of “I” or incomplete is given at the discretion of the professor. A grade of “I” is normally given when a student has substantially completed the requirements for a course but has been prevented by extraordinary circumstances from completing the remainder of the course requirements. A student who wishes to request an incomplete should normally complete an incomplete form prior to the end of the semester and ask the professor to grant the request. (Under unusual circumstances, the student may communicate with the professor by phone or email rather than in person, and the professor may then agree to fill out the form at the student's request. Under exceptional circumstances, the professor may initiate the process by filling out the form on the student's behalf.) If the professor grants the request, he/she will sign the incomplete form and turn it in with his/her final grade report. An “I” in any course must be removed by March 1 for the Fall Term, April 1 for the January Term, August 1 for the Spring Term, and November 1 for the Summer Term. Only the Dean may grant

extensions of incompletes beyond the established completion date. Otherwise, these grades automatically become “F.”

E. Plagiarism and Penalties - Plagiarism is the use in writing of wording or ideas produced by others without crediting the author and/or source from which the material was taken. As the following statement indicates, plagiarism is a serious offense that undermines both the witness and the integrity of the Christian community:

Plagiarism injures the community by inhibiting the recognition and cultivation of gifts imparted by the Spirit. Clearly unattributed use of the words and/or ideas of others fails to give appreciative recognition of their gifts. But this illegitimate appropriation of the gifts of others also blocks the recognition and cultivation of the actual gifts of the person engaged in plagiarism.

Plagiarism creates an atmosphere of falsehood in the community’s discernment and cultivation of gifts, both within the Christian community and in God’s larger creation. Since freedom comes only by way of truth (John 8:32), such falsehood can only result in captivity, and therefore has no place in the Christian community.

On this basis, the Seminary adheres to the following general requirements for the acknowledgement of sources of academic work. These requirements apply to both print and electronic media.

- 1. Quotations. Any sentence or phrase that a student uses from another source must be placed in quotation marks or, in the case of longer quotations, clearly indented beyond the regular margin. Any quotation must be accompanied (either within the text or in a note) by a precise indication of the source.*
- 2. Paraphrasing. Any material that is paraphrased or summarized must also be specifically acknowledged in a note or in the text.*
- 3. Ideas. Specific ideas that are borrowed should be acknowledged in a note or in the text, even if the idea has been further elaborated by the student.*
- 4. Bibliography. All the sources consulted in the preparation of an essay or report should be listed in a bibliography.*

In addition to plagiarism, the following related practices are also unacceptable compromises of the truth requisite to a free community:

- 5. Multiple submission. Failure to obtain prior written permission of the relevant instructors to submit work which has been submitted in identical or similar form in fulfillment of any other academic requirement at any institution.*
- 6. False citation. The deliberate attribution to, or citation of, a source from which*

the material in question was not, in fact, obtained.

7. Submission of work done by someone else, either with or without that person's knowledge. Neither ignorance of the regulations concerning academic violations nor personal extenuating circumstances are an adequate defense against charges of plagiarism. The Seminary's provisions for "due process" apply in cases of alleged plagiarism.

The italicized statement above is used by permission of The Lutheran Theological Seminary at Philadelphia and Princeton University, Princeton, New Jersey, based upon a document adapted by LTSP, with permission, from "Princeton University Rights, Rules and Responsibilities," 1990 Edition. Princeton University, Princeton, New Jersey.]

For details refer to the Erskine Seminary Handbook under the Honor Code.

NOTE: Under no circumstances will the professor accept a paper containing others' work, either downloaded from Internet sites or used from other students' papers. (In other words, the purpose of the assignment is for the student to reflect critically on the topic at hand and to articulate those reflections in writing.) If the student turns in such a paper to the professor, the grade is an automatic "F" or "0". As in scholarly writing, the student may quote from a reference work using proper citations. The student may also reference others' work in the student's own wording but must give proper credit by citing the original source. (See Turabian for instructions on footnotes, parenthetical references, citations, reference lists, and bibliographies.)

If the student is a published author and chooses to cite from his/her copyrighted material, proper citations must be made as well. Not to do so is considered plagiarism.

VI. COMMUNICATION WITH THE PROFESSOR

The professor is available before or after class for conversation with students or at other times by appointment. Students are welcome to call, fax, write, or e-mail the professor. The professor's contact information is listed below:

Office Phone:	(864) 233-5332, Extension 204
Home Phone:	(864) 627-0238
Cell Phone:	(864) 354-8473
E-mail Address:	sclyborne@yahoo.com
Fax:	(864) 233-0082
Mailing Address:	225 West Earle Street - Greenville, SC 29609
Seminary Website Address:	www.erskineseminary.org

VII. CLASS MEETING DATES/TIMES/PLACE

Classes will meet on the following Saturdays from 9:00 a.m. until 5:00 p.m. at the Columbia Campus of Erskine Theological Seminary, located at 1500 Lady Street – Columbia, South Carolina 29201: September 18, October 16, November 6, and December 11.

VIII. COURSE OUTLINE/SCHEDULE OF ASSIGNMENTS

A. Course Outline

B. Reading Assignments

9/18 Session 1

1. Course Introduction, Preview, Requirements, etc. Syllabus
2. Christian Leadership in a Postmodern World LCC, 9-43
3. Church Administration as Ministry
 - a. Definitions of Administration
 - b. Views of Administration
4. An Understanding of the Church
 - a. Biblical/Theological Foundations
 - Biblical Images of the Church
 - Mission of the Church
 - Spiritual Gifts
 - b. Diagnosing the Personalities of Local Churches PL, 169-185

10/16 Session 2 - PAPER DUE (See guidelines on page 3.)

5. An Understanding of Leadership LCC, 45-95
 - a. Biblical/Theological Foundations PL, 13-33
 - b. Leadership Stance PL, 34-35; LCC, 45-63
 - c. Leadership Styles PL, 37-77; LCC, 65-80
 - d. Role Models
 - e. Personality Types PTRL, 1-178
 - f. Approaches to Decision-Making
 - g. Approaches to Conflict Resolution PL, 158-168
 - d. Leadership Strategies LCC, 81-96
 - e. Authority
6. Review for Mid-Term Exam Study Guide

11/6 Session 3 - MID-TERM EXAM

7. Practical Functions and Skills of Church Administration PL, 81-157
8. Burnout: The Greatest Danger of Servant Leadership PL, 189-236
9. Meaning-Making LCC, 97-120

12/11 Session 4 - **MAJOR PROJECT DUE (See guidelines on page 4.)** Research
10. Student Presentations
11. Review, Reflections, Evaluations