

North Park University

Principles of Church Administration (SBNM 5700)

Fall Semester, Quad A, 2009, Section A12, On-Line, 2 Credit Hours

August 24 – October 12, 2009

Syllabus

Course Facilitator:

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Course Description and Participant Learning Objectives for Course:

This course serves as an overview of the fundamentals of church business and administration. The primary purpose of this course is to provide students with the basics of six primary aspects of church management: (1) integration of faith and business practices, (2) strategic planning, (3) financial management, (4) leadership, (5) human resource management (organizing and staffing), and (6) reporting. A second purpose of this course is to introduce students to resources that are available to clergy and church leaders both within the Evangelical Covenant denomination and through external resources to help promote more effective management. At the completion of this course, it is expected that students will be competent to:

- identify the fundamental tasks necessary for effective church management
- develop a strategic plan
- read a financial statement
- prepare a budget
- write a job description
- conduct a performance review
- determine a meeting agenda

Required Texts:

Crumroy, Otto, Jr. Kukawaka, Stan. And Witman, Frank. *Church Administration and Finance Manual: Resources for Leading the Local Church*. Moorehouse Publishing. Harrisburg, PA: 1998. ISBN 0819217476.

Cirtin, Arnold. *Basic Business Principles for Growing Churches: Accounting and Administration Guidelines that Promote Church Growth*. CSS Publishing Company. Lima, Ohio: 2006. ISBN 0788024159.

Reed, Eric (Ed.). *The Church Leader's Answer Book: A Reference Guide for Effective Ministry*. Christianity Today International. Tyndale House. Carol Stream, IL: 2006. ISBN 1414303548.

Additional Readings:

Hybels, Bill. "The Y Factor: In Tough Times You Need to Radically Increase Your Ministry's Volunteer Quotient." *Leadership* (Winter 2003): 74-79.
<http://www.buildingchurchleaders.com/articles/2003/le-2003-001-10.74.html>.

Porter, Michael. "What Is Strategy?" *Harvard Business Review*. November – December 1996: 61-78.

Recommended Reading:

Drucker, Peter. "What Business Can Learn from Nonprofits." *Harvard Business Review*. July – August 1989: 88-93.

Hammond, John S. Keeney, Ralph L. and Raiffa, Howard. "The Hidden Traps in Decision Making." *Harvard Business Review* (September-October 1998): 47-58.

Course Teaching and Learning Methods:

This course is being taught in an intensive format. It is critical for students to keep up with readings, assignments, and the online discussions. A discussion question will be posted each week to stimulate discussion. Responses should not be directed only to the course instructor, but also to other students. You will be graded each week on your ability to engage and add meaningful contributions to the on-line discussion. Expectations will be outlined in a Rubric for each week's discussion.

There will also be weekly assignments that provide a practical opportunity to apply the materials that are being read and discussed. Some assignments will be posted online for class member review and comments. The course facilitator expects that each student will provide constructive and timely feedback to other class members on assignments as required. While the course facilitator may also provide online feedback on assignments, grades for each course assignment will be given privately.

Computer Requirements:

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit the North Park website at: www.northpark.edu for information on computer requirements and for network access.

Participant Responsibilities:

1. Attendance, presence, and full participation are required for this class. You cannot successfully complete this course without completing the weekly readings and assignments. Expectations for the weekly responsibilities are stated clearly on Blackboard under the “Assignments” section.
2. Some assignments will be posted on-line for others to see. You will be asked to comment and provide feedback to one another on your work.
3. Although I strongly suggest that all issues, questions, and problems be dealt with online, you can feel free to call or e-mail me regarding these issues at any time.
4. Use proper “netiquette” (see *A Guide to Netiquette in Course Information folder on Blackboard*).
5. I normally advise participants to plan on spending 10-12 hours total on course responsibilities (e.g. reading, assignments, online discussion).

Course Facilitator Responsibilities:

1. The course facilitator will design the course and learning modules in such a way that students have every opportunity to achieve the learning objectives.
2. The course facilitator will provide reactions to student responses and discussion as appropriate in order to clarify important ideas and concepts.
3. The course facilitator will provide opportunities for group work that will include discussion as well as hands-on exercises.
4. The course facilitator will provide updated information on relevant resources for the various topics of interest.
5. The course facilitator will read and critically assess students’ assignments and provide feedback within 3-5 days of receipt.
6. The course facilitator will respond to all student e-mails within 48 hours of receipt.

Course Outline

Session	Week	Subject	Reading	Weekly Assignments
1	8/23	Leadership, Faith, & Business	BBP – Ch 1 CAFM – Ch 1 CLAB – Pt 1: Ch 1 CAFM – Ch 4 <i>Recommended:</i> Drucker Article	1.1 Discussion Board 1.2 Discussion Board 1.3 YouTube Assessment 1.4 Leadership Statement
2	8/30	Leadership & Strategic Planning	CLAB – Pt 1: Ch 4 CLAB – Pt 3: Ch 4-5 CAFM – Ch 2 p. 13-41 Porter Article <i>Recommended:</i> Hammond Article	2.1 Discussion Board 2.2 Discussion Board 2.3 Article Assessment 2.4 Strategic Ministry Plan
3	9/6	HR & Volunteer Management	BPP – Ch 6 CAFM – Ch 3 p. 115-145 CAFM – Ch 5 p. 290-307 CLAB – Pt 1: Ch 6, 7 CLAB – Pt 8: Ch 2 Hybels Article	3.1 Discussion Board 3.2 Group Assignment 3.3 Discussion Board
4	9/13	Financial Management – Pt 1 Part A – Basics of Church Finances Part B – Taxes & Government Regulations	<i>Part A</i> BBP – Ch 2, 4, 5 CLAB – Pt 7: Ch 1 CAFM – Ch 2 p. 41-55 CAFM – Ch 5 p. 309-329 <i>Part B</i> CLAB – Pt 7: Ch 7 <i>Tax Guide for Churches and Other Religious Organizations</i>	4.1 Discussion Board 4.2 Prepare a Budget 4.3 Financial Management Quiz
5	9/20	Financial Management – Pt 2	CLAB – Pt 7: Ch 4 CAFM – Ch 2 p. 56-73 <i>Pastoral Compensation Report</i> CAFM – Ch 5 p. 336-343	5.1 Discussion Board 5.2 Salary Determination 5.3 Giving Report 5.4 Final Project Approval
6	9/27	Working w/a Church Board & Meeting Management	CLAB – Pt 1: Ch 2, 3 <i>Death by Meeting</i>	6.1 Discussion Board 6.2 Create a Meeting Agenda 6.2 Write an Announcement
7	10/4	Risk Management Policies & Procedures Church Resources	CLAB Pt 3: Ch 6 CAFM – Ch 3 p. 241-245 CLAB Pt 5: Ch 6 CLAB Pt 5: Ch 7 CLAB Pt 2: Ch 4 CAFM – Ch 3 p. 209-227 BPP – Ch 9	7.1 Policy Statement Exercise 7.2 Final Project Due (10/9) 7.3 Course Evaluation

BBP – Basic Business Principles for Growing Churches
CAFM – Church Administration and Financial Manual
CLAB – Church Leader's Answer Book

Week 1: Leadership, Faith, and Business

August 23 – 29, 2009

Student Learning Objectives:

- To participate and dialogue about perceptions of business principles in the church context
- To interpret the assigned Scriptures as to how they inform church management & leadership
- To formulate a theological statement about the role of business principles in the church
- To identify key aspects leadership and to recognize the significance of leadership in the church
- To assess individual leadership style and write a statement of personal leadership

Reading:

Business Principles in Church? Amen! (BBP – Ch 1)

Introduction & Overview (CAFM – Ch 1)

The Pastor's Call to Administer (CLAB – Pt 1: Ch 1)

Leading (CAFM – Ch 4)

Assignments Due:

1.1 Discussion Board: Introduce yourself to the class. State your name and program at North Park. Why are you taking this course? What do you hope to learn in the next eight weeks together? Share something interesting about yourself. If possible, post a picture of yourself so that your classmates can get to know you a bit better. (3 Points, Picture – 1 Extra Point) Post by Wednesday, 8/26.

1.2 Discussion Board: Agree or disagree with this statement and state the reasoning behind your decision. "A church is not a business and should not be run like a business." What do you think it means to be a leader in the church? Is leadership important? Why or why not? What are the primary tasks of a leader? Initial posts are due Wednesday, 8/26. Respond to at least two of your classmates posts by Saturday, 8/29. (6 Points)

1.3 YouTube Video Assessment. Watch the YouTube video "Bill's Reminder for Leaders" from Bill Hybels at the Leadership Summit. What are you able to take away from his message? What thoughts have been provoked by his comments? Post your reflections in 400 words or less by Saturday, 8/29. The video can be found at:

<http://www.youtube.com/watch?v=dvKvuzig4KY&feature=related>. (8 Points)

1.4 Leadership Statement: No matter what vocation you pursue in the future, a common question that is asked during the hiring process is "what type of leader are you?" Write a statement of less than 600 words describing your philosophy of leadership and how that plays out in your personal leadership style. Post by Monday, 8/31. (10 Points)

Week 2: Leadership & Strategic Planning

August 30 – September 5, 2009

Student Learning Objectives:

- To explore different styles of leadership and decision making
- To recognize that criticism is a part of leadership and explore possible responses to criticism
- To identify the significance of strategic thinking in church ministry and leadership
- To distinguish between different types of strategic planning processes
- To formulate a strategic plan for a specific ministry area within the church

Required Readings:

Decision Making (CLAB – Pt 1: Ch 4)

Handling Criticism (CLAB – Pt 3: Ch 4-5)

CAFM – Ch 2 p. 13-41

“What is strategy?” (Porter Article)

Assignments Due:

2.1 Discussion Board: After reading the chapters on Handling Criticism and Settling Differences, post a response on the discussion board (by Saturday, 9/5) answering the following question: How does God call leaders in the church to respond to conflict? What principles of conflict management should be remembered by leaders of the church as they work to address conflict with individuals or within the congregation? (3 Points)

2.2 Discussion Board: What do you think is the significance of “strategic planning” in church ministry and leadership? What are the benefits of having a strategic plan? What could be the downside? Reflect on these questions by Wednesday, 9/2. Respond to at least two of your classmates posts by Saturday, 9/5. (6 Points)

2.3 Article Assessment: After reading the Porter article “What is strategy?” – summarize in 400 words or less where you agree and disagree with his observations. Give reasons for your assessment. Due Saturday, 9/5. (8 Points)

2.4 Strategic Ministry Plan: Write a strategic plan for a specific church ministry. It would be best if this were actually a ministry area in which you are serving. It should include a purpose (or vision) statement, at least 3 strategies, and 3-4 objectives under each ministry strategy. Due Monday, 9/7. (10 Points)

Week 3: HR & Volunteer Management

September 6 – 12, 2009

Student Learning Objectives:

- To articulate hiring practices of staff and pastoral leadership in the church
- To produce a job description for a pastoral position in the church
- To write a “Letter of Call” for a pastoral position in the church
- To develop a performance review process and write a performance review assessment for a pastoral staff position in the church
- To comprehend the value and significance of empowering volunteers to lead and serve in ministries within the church

Required Readings:

Management, The Art of the Possible (BPP – Ch 6)

Organizing & Staffing (CAFM – Ch 3 p. 115-145)

Human Resource Management (CAFM – Ch 5 p. 290-307)

Staffing (CLAB – Pt 1: Ch 6-7)

Volunteers: Recruiting & Training (CLAB – Pt 8: Ch 2)

“The Y Factor” (Hybels Article)

Assignments Due:

3.1 Discussion Board: Tell as story of your experience in the church environment with staffing. Has your experience been mostly positive or negative? Why? Reflect about what you have seen handled well and what you have seen done poorly. For example, were expectations clearly communicated to staff? Were hiring processes effective at getting the right people in the right position? Post by Wednesday, 9/9. Respond to at least two of your classmates posts by Saturday, 9/12. (6 Points)

3.2 Group Assignment: Each student has been assigned to a group of at least 3 people. Work together to complete the following – submitted by Saturday, 9/19 (16 Points):

- * Write a job description for a pastoral staff position
- * Write a letter of call for the same pastoral staff position
- * Write a performance review process that could be used in the church setting
- * Write a performance review for the above pastoral staff position

3.3 Discussion Board: Have you ever volunteered in the church. What was your experience like? How did your volunteering influence your desire to serve or work in the church? Reflect on these questions and post by Saturday, 9/12. (3 Points)

Week 4: Financial Management – Part 1

September 13 – 19, 2009

Student Learning Objectives:

Part A: Basics of Church Finances

- To comprehend basic financial management of church funds
- To classify the basic fundamentals of church financial policies and practice
- To recognize the common fiscal errors made by congregations and clergy
- To interpret a church's balance sheet and other financials
- To formulate a church budget for a specific ministry area
- To explain the value and significance of the involvement of Senior Pastor and other executive leadership in fiscal issues

Part B: Taxes and Government Regulations

- To distinguish the basic audit guidelines for churches
- To discover the benefits and responsibilities of churches under the federal tax law

Required Readings:

Part A: Basics of Church Finances

Internal Control, the Safety Net; Accounting, The Bean Counter's Art, and Financial Management, the Road to Success (BBP – Ch 2 , 4, 5)

The Budget (CLAB – Pt 7: Ch 1)

Financial Plans (CAFM – Ch 2 p. 41-55)

Financial Management (CAFM – Ch 5 p. 309-329)

Part B: Taxes & Government Regulations

Taxes (CLAB – Pt 7: Ch 7)

Tax Guide for Churches and Other Religious Organizations

Assignments Due:

4.1 Discussion Board: Why do you think it is important for the Senior Pastor and other executives in church leadership to be familiar with the fiscal decisions of the church? Reflect on this question by Wednesday, 9/16. Respond to at least two of your classmates posts by Saturday, 9/19. (6 Points)

4.2 Prepare a Budget. Synthesizing your readings for this week about financial management prepare an appropriate budget that would outline the financial resources necessary to carry the strategic plan that was formulated during Week 2. Due Wednesday, 9/16. (8 Points)

4.3 Financial Management Quiz. By Saturday, 9/19 take the on-line quiz about financial management. The quiz is broken into two main sections – Part A: Basics of Church Finances and Part B: Taxes & Government Regulations. Be sure to have read this week's readings. The quiz is open book, but is timed to insure familiarity with the material. (40 Points)

Week 5: Financial Management – Part 2

September 20 – 26, 2009

Student Learning Objectives:

Part A: Donations & Gifts

- To extrapolate legal ramifications surrounding donation receipting and IRS regulations
- To articulate the basic rules about restricted and designated gifts
- To use the ECC receipt form
- To be able to define and manage memorial funds by assessing the benefits and costs to a church of allowing them
- To explore different forms of charitable giving (e.g. stocks, real estate, tangible personal property, partnerships, and royalties) and state the basic regulations surrounding them

Part B: Pastoral and Staff Compensation & Benefits

- To determine salaries for pastoral staff, administrative roles, and other staff positions
- To illustrate denominational retirement options and the rules surrounding Covenant pension
- To secure and manage other benefits such as health and dental insurance

Required Readings:

Giving (CLAB – Pt 7: Ch 4)

Capital Management Planning (CAFM – Ch 2 p. 56-73)

Pastoral Compensation Report (2008)

Payroll Records & Reports; Tax Considerations for Churches and Clergy (CAFM – Ch 5 p. 336-343)

Assignments Due:

5.1 Discussion Board: Go to the Covenant website (www.covchurch.org) and download one tool that could be used in relation to donations/gifts or is helpful in the discussion about compensation and benefits. What tool did you choose and why is it helpful? Do not use the same tool that has already been posted by a classmate. Post your response (with the tool attached) by Wednesday, 9/23. Respond to at least two of your classmates posts by Saturday, 9/26. (6 Points)

5.2 Pastoral Staff Salary Determination: Using the job description for the pastoral role that you worked on during Week 3, determine that position's salary range using the Covenant Pastoral Compensation Report (2008) for someone hired in Seattle, WA. Due Saturday, 9/26. (6 Points)

5.3 Giving Report: Give the basic definitions of the following types of gifts and state the basic restrictions around them: stocks, real estate, tangible personal property, partnerships, and royalties. Be concise in your responses. Due Saturday, 9/26. (8 Points)

5.4 Final Project Approval: E-mail the instructor your initial ideas about your final project for feedback and approval. By Saturday, 9/26. (2 Points)

Week 6: Working with a Church Board & Meeting Management

September 27 – October 3, 2009

Student Learning Objectives:

- To assess the necessity of meetings in church life and determine when they are helpful and when they are counter-productive
- To reflect about the role and relationship between the pastoral staff and a council or board
- To write a meeting agenda for a church council/board meeting

Required Readings:

Church Boards (CLAB – Pt 1: Ch 2)

Meetings (CLAB – Pt 1: Ch 3)

Death by Meeting: A Leadership Fable... About Solving the Most Painful Problems in Business
(http://findarticles.com/p/articles/mi_qa3752/is_200511/ai_n15847603)

Assignments Due:

6.1 Discussion Board: Do you think that meetings are important in the church? Why or why not? Who should determine when meetings occur and what the agenda should be? What is the role of the senior pastor in the meeting structure of the church? Reflect on these questions by Wednesday, 9/30. Respond to at least two of your classmates posts by Saturday, 10/3. (6 Points)

6.2 Meeting Agenda: Write an agenda for a meeting with the executive leadership of the church. You can create the scenario, but be sure to include at least 4 agenda items. This exercise is the most effective if you are serving in a local church and can write the agenda based on what you have identified as the critical issues for that executive team. Tell why each of the agenda items you have chosen is important. Due Saturday, 10/3. (8 Points)

6.3 Announcement: Write a “blurb” of two sentences or less announcing an up-coming business meeting for the church. Include all relevant information about the meeting. You can make up the details. Due Saturday, 10/3. (3 Points)

Week 7: Risk Management, Policies & Procedures, and Church Resources

October 4 – 10, 2009

Student Learning Objectives:

- To identify the minimum insurance levels for Evangelical Covenant congregations
- To breakdown different methods of how to manage risk, safety, and insurance in the congregation
- To illustrate the basic laws surrounding sexual harassment and abuse in the workplace
- To analyze common church policies and procedures
- To formulate a policy that could be used and applied in the church environment
- To compile a list of church resources relating to church administration and management

Required Readings:

Litigation (CLAB Pt 3: Ch 6)

Legal Issues Facing Churches (CAFM – Ch 3 p. 241-245)

Liability (CLAB Pt 5: Ch 6)

Insurance (CLAB Pt 5: Ch 7)

Confidentiality (CLAB Pt 2: Ch 4)

Law Employee Personnel Policies (CAFM – Ch 3 p. 209-227)

Putting It All Together (BPP – Ch 9)

Assignments Due:

7.1 Policy Statement Exercise: Choose an area relevant to church administration and formulate a policy statement that could be used effectively in the church. Examples of relevant areas could be vacation, sexual harassment, employment, personnel, or any other area of church administration. Post your policy statement by Wednesday, 10/7. (8 Points)

7.2 Final Project: The goal of your final project is to show your comprehension of the principles of church administration and to look more in depth at one area of your choosing. Pick one topic that was studied over the last several weeks and research the topic more thoroughly. Complete a final project that reflects your interpretation of what is most critical to be understood about that topic. The final project can take any one of the following formats – a paper (8-10 pages), a video (3-5 minutes), a PowerPoint presentation (25-30 slides), or any other format that is preapproved. Your final project is due Friday, 10/9. (47 Points)

7.3 Course Evaluation: Take the course evaluation on-line before Friday, 10/9.

Grading:

At the completion of this course, you will receive a letter grade reflecting your performance in this course. Letter grades (from A – F) will be awarded according to the existing policies of the School of Business and Nonprofit Management. The final course grade will be computed according to the total number of points earned for all assignments as shown below:

<u>Total Points Earned:</u>	<u>Final Grade:</u>
219-225	A+
212-218	A
205-211	A-
198-204	B+
191-197	B
184-190	B-
177-183	C+
170-176	C
163-169	C-
156-162	D+
149-155	D
141-148	D-
Below 141	F

Grading of Late Assignments: Two points will be deducted from each assignment for every day that it is turned in late. Class participation is expected and will be graded based on postings in the discussion board and following other assignments. Point values have been included after each of the discussion boards and assignments described above.

Criteria for Grading Blackboard Discussion Forum Participation:

Clear expectations for each post are outlined on Blackboard.

Academic Honesty:

In keeping with our Christian heritage and commitment, North Park University is committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another’s work as one’s own without giving credit to the individual. This includes using materials from the internet.
2. Copying another’s answers on an examination.
3. Deliberately allowing another to copy one’s answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well. For further information on this subject you may refer to the Academic Dishonesty section of the University’s online catalog.

Support Services:

Please see the Course Information button in your course in Blackboard for the Student Support document if you need assistance during your course.

Disabilities Accommodations

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the program's office. Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: <http://www.northpark.edu/ada>.