North Park University

Principles of Church Administration (SBNM 5700)
Spring Semester, Quad A, 2013, Section A12, On-Line, 2 Credit Hours
January 14 – March 4, 2013

Syllabus

Course Facilitator:

Reverend Mae Elise Cannon

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Office Hours: By appointment (via phone or Skype).

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:

Powers, Bruce (Ed.). *Church Administration Handbook.* Third Edition. Revised. B&H Academic. Nashville, TN: 2008. ISBN 9780805444902.

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.

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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:

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

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 (expectation guide) 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.

Grading **rubrics** are provided that outline specific expectations for each discussion post and assignment. These rubrics outline (in detail) methodology and expected points of content. It is necessary to use these rubrics in order to do well in the course.

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 the address below for information on computer requirements and for network access:

http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements

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 Moodle 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 Moodle*).

5. I normally advise participants to plan on spending 10-12 hours total on course responsibilities (e.g. reading, assignments, on-line 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.

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Course Outline

Session	Week	Subject	Reading	Weekly Assignments
1	1/14	Leadership, Faith, & Business	CAH Ch 1-2 p. 3-37 CAH Ch 19 p. 305-312 CLAB – Pt 1: Ch 1 *Recommended:* Drucker Article	1.1 Discussion Board 1.2 Discussion Board 1.3 YouTube Assessment 1.4 Leadership Statement
2	1/21	Leadership & Strategic Planning * Note: January 21 (MLK Day) is a North Park holiday with no classes.	CAH Ch 3 p. 38-72 CLAB – Pt 1: Ch 4 CLAB – Pt 3: Ch 4-5 CLAB – Pt 11: Ch 1 Porter Article *Recommended:* Hammond Article	2.1 Discussion Board 2.2 Discussion Board 2.3 Article Assessment 2.4 Strategic Ministry Plan
3	1/28	HR & Volunteer Management	CAH Ch 4-5 p. 73-114 CAH Ch 16-17 p. 261-287 CLAB – Pt 1: Ch 6, 7 CLAB – Pt 8: Ch 1-2 Hybels Article	3.1 Discussion Board 3.2 Hiring Assignment 3.3 Discussion Board
4	2/4	Financial Management – Pt 1 Part A – Basics of Church Finances Part B – Taxes & Government Regulations	*Part A* CAH Ch 7-8 p. 134-166 CLAB – Pt 7: Ch 1 *Part B* CLAB – Pt 7: Ch 7 *Tax Guide for Churches and Other Religious Organizations*	4.1 Discussion Board 4.2 Prepare a Budget 4.3 Financial Management Quiz
5	2/11	Financial Management – Pt 2	CLAB – Pt 7: Ch 2-6 *Pastoral Compensation Report*	5.1 Discussion Board 5.2 Salary Determination 5.3 Giving Report 5.4 Final Project Approval
6	2/18	Working w/a Church Board & Meeting Management	CAH Ch 15 p. 253-257 CLAB – Pt 1: Ch 2, 3 *Death by Meeting*	6.1 Discussion Board 6.2 Create a Meeting Agenda 6.2 Write an Announcement
7	2/25	Risk Management Policies & Procedures Church Resources	CAH Ch 12-13 p. 218-240 CLAB Pt 2: Ch 4 CLAB Pt 3: Ch 6 CLAB Pt 5: Ch 6-7	7.1 Policy Statement Exercise 7.2 Final Project Due (3/5) 7.3 Course Evaluation

CAH – Church Administration Handbook
CLAB – Church Leader's Answer Book

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Week 1: Leadership, Faith, and Business

January 14 – January 20, 2013

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:

Transformational Leadership in a Technological Age (CAH – Ch 1)
Managing Churches and Not-for-Profit Organizations (CAH – Ch 2)
Leadership in Small and Rural Congregations (CAH – Ch 19)
The Pastor's Call to Administer (CLAB – Pt 1: Ch 1)

Recommended Reading:
Drucker, Peter. "What Business Can Learn from Nonprofits."

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 (1/16).

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 (1/16). Respond to at least two of your classmates posts by Saturday (1/19). (6 Points)

1.3 YouTube Video Assessment. Watch the YouTube video "The Value of Leadership" 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 (1/19). The video can be found at:
http://www.youtube.com/watch?v=UupJ-qkm45Y. (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 Sunday (1/20). (10 Points)

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Week 2: Leadership & Strategic Planning

January 21 – January 27, 2013

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:

Organizing for Mission and Ministry (CAH – Ch 3)
Decision Making (CLAB – Pt 1: Ch 4)
Handling Criticism and Settling Differences (CLAB – Pt 3: Ch 4-5)
Planning Programs (CLAB – Pt 11: Ch 1)
"What is strategy?" (Porter Article)

Recommended Readings:

Hammond, John, S. Keeney, Ralph L. and Raiffa, Howard. "The Hidden Traps in Decision Making."

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, 1/26) 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 (1/23). Respond to at least two of your classmates posts by Saturday (1/26). (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. Giver reasons for your assessment. Due Saturday (1/26). (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 Sunday (1/27). (10 Points)

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Week 3: HR & Volunteer Management

January 28 – February 3, 2013

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:

Working with People and Personnel Administration (CAH – Ch 4-5)
Equipping the Saints to Serve and Staff Relationships (CAH – Ch 16-17)
Staffing (CLAB – Pt 1: Ch 6-7)
Identifying Gifts (CLAB – Pt 8: Ch 1)
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 (1/30). Respond to at least two of your classmates posts by Saturday (2/2). (6 Points)

3.2 Hiring Assignment: Complete the following – note you have two weeks to complete this assignment – submitted by Saturday (2/9) (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 (2/2). (3 Points)

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Week 4: Financial Management – Part 1

February 4 – February 10, 2013

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

Financial Policies and Procedures; Planning and Budgeting (CAH Ch 7-8)
The Budget (CLAB – Pt 7: Ch 1)

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 (2/6). Respond to at least two of your classmates posts by Saturday (2/9). (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 (2/6). (8 Points)

4.3 Financial Management Quiz. By Saturday (2/9), 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 (50 minutes) to insure familiarity with the material. (40 Points)

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Week 5: Financial Management – Part 2

February 11 – February 17, 2013

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:

Borrowing Money, Grants, Giving, Investments, and Safeguarding Money (CLAB – Pt 7: Ch 2-6)
Pastoral Compensation Report (2008)

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 (2/13). Respond to at least two of your classmates posts by Saturday (2/16). (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 for someone hired in Seattle, WA. Due Saturday (2/16). (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. You can look up these terms in your texts or on-line. Be concise in your responses and use references of where you obtained your answers. Due Saturday (2/16). (8 Points)

5.4 Final Project Approval: E-mail the instructor your initial ideas about your final project for feedback and approval. By Saturday (2/16). (2 Points)

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Week 6: Working with a Church Board & Meeting Management

February 18 – February 24, 2013

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:

Cooperative Relationships (CAH Ch 15)
Church Boards (CLAB – Pt 1: Ch 2)
Meetings (CLAB – Pt 1: Ch 3)
Book Review of Death by Meeting: A Leadership Fable… About Solving the Most Painful Problems in Business (http://www.aleanjourney.com/2011/02/book-review-death-by-meeting.html)

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 (2/20). Respond to at least two of your classmates posts by Saturday (2/23). (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 (2/23). (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 (2/23). (3 Points)

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

February 25 – March 3, 2013

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:

Legal Matters (CAH - Ch 12)
Ethical Standards for the Minister and the Congregation (CAH - Ch 13)
Confidentiality (CLAB Pt 2: Ch 4)
Litigation (CLAB Pt 3: Ch 6)
Liability (CLAB Pt 5: Ch 6)
Insurance (CLAB Pt 5: Ch 7)

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 (2/27). (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 Monday (3/4). (47 Points)

7.3 Course Evaluation: Take the course evaluation on-line before Monday (3/4).

Extra Credit: Read *Basic Business Principles for Growing Churches* and write 750 words of your thoughts and reflections. What new ideas did you learn? Do you agree with Cirtin's assessment of the relationship between business and the church? Include at least six substantive ideas. (6 points). Due Friday (3/1).

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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:

Total Points Earned:	Final Grade:
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 Moodle Discussion Forum Participation

Clear expectations for each post are outlined on Moodle and in the Course Expectations (Rubrics).

Academic Honesty

In keeping with our Christian heritage and commitment, North Park University (NPU) and the SBNM are 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:

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

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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 Catalog (available at www.northpark.edu). In conclusion, it is North Park's mission to prepare you for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy

The graduate courses in the SBNM are all seven weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent two weeks for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University refund policy outlined in the University Catalog.

Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the SBNM program office (773-244-6270). 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.

Use of *APA Publication Manual*

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the *APA Manual* is to enhance student learning by:

1) Improving student's writing skills.
2) Standardizing the required format of all written assignments in all SBNM courses.
3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Publication Manual*, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. ***It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.***

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