

**NORTH PARK THEOLOGICAL SEMINARY**  
**MNST 6170-01 – STRATEGIC MINISTRY PLANNING**  
**OCTOBER 16 – 20, 2017**

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**COURSE DESCRIPTION**

Strategic ministry planning and implementation helps turn vision into reality. The plan provides a clear path on how to get from here to there. It aligns the resources of the church in order to accomplish the mission. This course focuses on strategic thinking skills in order to equip pastors in the planning and implementation process. **Prerequisite:** Must have either completed the two courses: Foundations of Congregational Vitality and Leading Healthy Missional Change or viewed the Veritas and EPIC DVD's. Contact [beatrice.radakovich@covchurch.org](mailto:beatrice.radakovich@covchurch.org) for availability. There are also copies of the DVD's on reserve at the Brandel Library.

**OUTCOMES**

Participants in this course will

- Examine strategic ministry planning principles.
- Explain the importance and necessity of having a strategic ministry plan.
- Apply the resources to help a church move forward.
- Develop strategic ministry thinking skills.
- Contrast various models of strategic ministry planning.
- Evaluate their own leadership traits in leading a strategic ministry planning process.
- Identify elements in congregational culture that will either enhance or sabotage the implementation of the strategic ministry plan.

This course works towards the fulfillment of the following seminary learning objectives:

1. Embody a ministerial identity committed to caring for the spiritual formation of the self, individuals, and communities.
2. Demonstrate vision and growing capacity to excel in leadership for God's mission.
3. Engage diversity and exhibit growth towards inter-cultural competence for ministry reflective of God's global redemptive work.
4. Interpret the Christian historical and theological tradition for appropriation in the life and mission of the church.

**COURSE ASSIGNMENTS – DUE NOVEMBER 20, 2017**

The following are to be completed one month after the last day of class. If an extension is needed, consult with the instructor in advance, giving reason and anticipated completion date. **Please post each assignment separately on Moodle – there will be a link to post each assignment on the Moodle course page.**

1. **Reading Reflections Assignment:** List 4-5 insights from the reading (taken as a whole) that you judge to be significant for growth in congregational vitality. State 2-4 questions that have been stimulated by your reading. Describe in a sentence 1-2 perspectives of one or more authors that you wish to engage. Some may become a focus for discussion during the course. Please reference which book you are gleaning your insights from in your writing, and also include a bibliography of the five books you read at the end of the assignment.

*\* Please note that all of the reading assignments may be started before the course begins, but advance reading is not required. Required reading must be completed by the time the course assignments are due.*

- (a) *HBR's 10 Must Reads On Strategy* (Harvard Business Review Press, 2011).
- (b) Mancini, Will. *Church Unique: How Missional Leaders Cast Vision, Capture Culture, and Create Movement* (Jossey Bass, 2008)
- (c) Cooperrider, David and Diana Whitney. *Appreciative Inquiry: A Positive Revolution in Change* (Berrett Koehler Publishers, 2005)
- (d) Rendle, Gil and Alice Mann. *Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations*. (Rowan and Littlefield Publishers, 2003)
- (e) Smith, Efrem. *Post-Black and Post-White Church: Becoming the Beloved Community in a Multi-Ethnic World*. (Jossey-Bass, 2012)
- (f) Book of your choosing from the Recommended Reading list (see below)—or a book you have wanted to read and is suitable to the theme

2. **Self-Assessment Assignment:** Complete the free online inventory referenced in David Olson's book, *Discover Your Leadership Style* (go to <http://sixstyles.org/>). Prepare a 2-3 page growth plan to become a more capable strategic thinker. Outline your strengths and growth areas related to strategic ministry planning.

General guidelines for evaluation of this task:

- To what extent are your suggestions realistic and do-able?
- Includes a description of how you developed your self-analysis and personal/leadership improvement strategies.

3. Complete **one** post course assignment from the options listed below.

### **POST COURSE OPTIONS LIST – DUE NOVEMBER 20, 2017**

The following are to be completed one month after the last day of class. If an extension is needed, consult with the instructor in advance, giving reason and anticipated completion date.

Note: If none of the options below appeals to you, talk to the instructor in order to design a more meaningful learning experience.

1. Submit a 5-6 page research paper or a 1250-1500 word article (5-6 pages) that explores strategic ministry planning principles against biblical, theological, and historical precedents. If you choose to write an article, follow the writer's guidelines for a theological journal. The instructor approves title, overall concept and provides feedback. Submit the article for publication.
2. Submit a 5-6 page paper on any of the following. Include recommendations for congregations.
  - a. Examine and critique the positioning of strategic ministry planning on the congregational vitality pathway.
  - b. Examine and compare similarities and differences among three models for strategic ministry planning.
  - c. Examine the role of culture in strategic ministry planning indicating significant areas that require attention when facilitating planning across cultures.
3. Write a 5-6 page strategic ministry plan for one ministry area in your church, incorporating principles and insights discussed in class and in your reading.
4. Examine and critique strategic ministry planning in three non-Anglo/European settings. Interview at least two pastors leading ethnic or multi-ethnic churches. How is strategic ministry planning understood and practiced in these cultural settings? Prepare a 3-5 page report describing how strategic ministry planning is conducted in these settings—noting especially areas of similarity and difference to Anglo/European congregations.
5. Examine the role of church size on strategic ministry planning. Interview three pastors leading small, medium, and large churches (approximately 75, 300 and over 800 in membership). Evaluate the differences in strategic ministry planning among the three congregations. Prepare a 3-5 page report describing these differences indicating what factors are most significant in relation to the differences.

General guidelines for the evaluation of your research paper, article, or report include the following:

- To what extent does your response reflect that you have consulted a variety of resources?
- To what extent have you engaged perspectives rather than simply repeating them?
- To what extent have you fairly represented arguments or perspective—avoiding personal bias?
- To what extent have you addressed the issue, and prepared a coordinated response.
- To what extent does your work apply to the mission of the mission of the church?

## **RECOMMENDED READING**

Branson, Mark Lau. *Memories, Hopes, and Conversations, Appreciative Inquiry and Congregational Change* (Rowman & Littlefield, 2004).

- Chermack, Thomas. *Scenario Planning in Organizations: How to Create, Use, and Assess Scenarios* (Berrett-Koehler Publishers, 2011)
- Klopp, Henry. *The Ministry Playbook: Effective Planning for Effective Churches* (Baker books, 2002)
- Mills, David. *Rapid Community Assessment* (CreateSpace Independent Publishing Platform, 2010)
- Olson, Aaron and Keith Simerson. *Leading with Strategic Thinking* (Wiley, 2015)
- Olson, Dave. *Discover your Leadership Style* (IVP Books, 2014)
- Rainer, Thom and Eric Geiger. *Simple Church: Returning to God's Process for Making Disciples* (B&H Books, 2011)
- Rusaw, Rick and Eric Swanson. *The Externally Focused Church* (Group Publishing, 2004)
- Senick, Simon. *Start With Why: How Great Leaders Inspire Everyone to Take Action* (Penguin Books, 2011)
- Snow, Luther. *The Power of Asset Mapping: How Your Congregation Can Act on Its Gifts* (Rowman & Littlefield Publishers, 2004)
- Whitney, Diana and Amanda Trosten-Bloom. *The Power of Appreciative Inquiry* (Berrett-Koehler Publishers, 2<sup>nd</sup> Edition, 2010)

**COURSE TOPICS (order and subjects may change depending on the experience of the participants). The course will include topics such as:**

- Biblical, theological and historical precedents related to congregational development with implications for today (Forum with NPTS professors)
- Dynamics of strategic ministry planning
- Case studies of strategic ministry planning
- Alternative models of strategic ministry planning
- Presentation of organizational development theories or perspectives (Guest lecturer)
- Application of strategic ministry planning principles to an urban, suburban or town and country setting (Guest Covenant pastor)
- How resources for congregational development are contextualized in other countries and cultures

**COURSE INFORMATION**

1. The instructor reserves the right to modify the course syllabus to best accommodate the particular needs of the class.

2. Please be informed that the instructor may not check email after 8:00 pm Monday through Thursday or after 5:00 pm on Friday until Monday morning.
3. If the student is familiar with all the texts listed in the recommended reading list, the student may suggest another that is new to the student and of personal interest with prior approval from the instructors.
4. Consider how you can best integrate the "Statement of Inclusive Language" from the North Park Theological Seminary Catalog into all your communication presentations during the course.

## 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 North Park Theological Seminary. The final course grade will be computed according to the total number of points earned for all assignments as shown below (cf. catalog):

| Total Points Earned: | Final Grade: |
|----------------------|--------------|
| 95-100               | A            |
| 93-94                | A-           |
| 91-92                | B+           |
| 88-90                | B            |
| 86-87                | B-           |
| 84-85                | C+           |
| 80-83                | C            |
| 78-79                | C-           |
| 76-77                | D+           |
| 72-75                | D            |
| 70-71                | D-           |
| 69 and below         | F            |

## GRADING PERCENTAGES FOR THIS COURSE

|   |     |
|---|-----|
| Class attendance                            | 10% |
| Reading insights and questions (five books) | 30% |
| Self-assessment and growth plan             | 15% |
| One post course option                      | 45% |

## CERTIFICATE EXPECTATIONS

This course is one of four courses in a certificate program. It can be taken as a stand-alone course or as part of the Certificate in Congregational Vitality. (See certificate description at <http://www.northpark.edu/Seminary/Academics/Certificate-Programs/Congregational-Vitality>).

The following are required for completion of the Graduate Certificate in Congregational Vitality. Participants will have two years to complete these expectations.

1. All participants regardless of denominational affiliation will attend all three workshops (Veritas, EPIC, ONE) taught live in a local Covenant church. (Workshops are available across the country; it is likely workshops will be offered in a church near you.) Using the form provided, reflect on each workshop.
2. All participants regardless of denominational affiliation will shadow a Director of Congregational Vitality (DCV) for one day or the equivalent. Write a one-page reflection

paper on the experience. The regional DCV's serve as affiliated faculty for this Master's Certificate.

Those who have already attended the workshops are exempt from requirement #1, but must complete requirement #2 sometime over the two-year period. This certificate is *built on* the Congregational Vitality Pathway. It is not simply the workshops with credit added. Therefore, to understand the Congregational Vitality Pathway and its resources, all participants will complete the basic workshops (at no charge) and have the opportunity to personally interact with a regional Director of Congregational Vitality. The requirements described above must be completed in order for the certificate to be awarded.

### **DISABILITIES ACCOMODATIONS**

Participants with disabilities who believe that they may need accommodations in this class are encouraged to contact Mrs. Deidre Robinson in the Seminary Academic Services office (drobinson1@northpark.edu). 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>

### **ACADEMIC HONESTY**

In keeping with our Christian heritage and commitment, North Park 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.

See the Seminary Student Academic Handbook for further information about this and other issues.