

## **Syllabus**

(Version 11/10/11)

### **Congregational Leadership and Administration: A Seminar in the Theology and Practice of Congregational Ministry**

Congregational Ministry 419, 3 Credit hours

January 17-20, 23-27, 2012

Nine A.M. to Noon

Schlegel 123

Professor David R. Sawyer

#### **Course Description**

In this seminar style class, participants will bring their own experiences of leadership and learn to reflect theologically on the practice of leadership and administration in congregational ministry, begin the formation of effective approaches to administrative leadership in the church, and build a spiritual, intellectual and pastoral repertoire for addressing the practical issues of the organizational life of a congregation. Topics for research and reflection include: comparative analysis of leadership styles from various American cultures, adapting leadership style to the culture and size of a congregation. hierarchies and networks as alternate structures for leadership, the ministry of the laity, personnel, financial, and program administration, and nurturing healthy structures in the church.

#### **Objectives**

- Students will progress in their ability to reflect theologically on the practice of leadership and administration in congregational ministry as demonstrated in a growing ability to bring theological and human science knowledge to bear on actual stories of church life.
- Through experience, reflection, and mutual discernment students will identify and adapt effective approaches to administrative leadership in the church, including the ability to adapt their leadership approaches to culturally diverse contexts for ministry.

#### **Main Content Themes in the Seminar**

- Ecclesiology and Practice in the organizational life of a congregation—the roles of covenant and transformation in the structures and stories of the church.
- Comparative Analysis of Leadership Styles from different American traditions (African, European, Hispanic American, Women's styles)
- Adapting leadership style to the culture and size of a congregation.
- Hierarchies and networks as alternate structures for leadership
- The Ministry of the Laity
- Personnel Administration in the Church
- Financial Administration in the Church
- Program Administration in the Church
- Nurturing Healthy Structures in the Church
- Super-systems and the congregation: denominational and community relationships.

## Teaching Methodology

This course will be taught as a seminar, with students taking responsibility for dialogue and reflection on each of the themes of the course based on the assigned readings and their own experience and research on the topic. The professor will also be responsible for dialogue and reflection on some of the topics. The basic methods of practical theological reflection and action will be utilized by the students for their work.

## Course Requirements

- **Consultation:** Each student will, have a “supervisory consultation” with the professor to set learning goals for the course, and to determine what grading method will work best to insure the student’s motivation and best learning. Options include, but are not necessarily limited to: professor assigning grades, class members assigning grades, or self-grading.
- **Cases in Point:** After studying the reading assignments for each day, each student will prepare and turn in at the beginning of each class period a one page written story and reflection on a personal experience in leadership related to the topic of the day. Write a brief description of “what happened” and then write a paragraph doing practical theological reflection on the story in light of the readings for the day and in light of your learning goal for the class. The best stories for reflection contain elements of messiness, confusion or failure. One or more story will be chosen for class discussion as a “case in point.”
- **D. Min. Requirements:** D. Min. students will meet with the professor for an hour daily to debrief the class’s learning in light of the course objectives and collaboratively plan the next class sessions. DMin students will also write a 10 page paper which should complement the theme and preparation of the student’s Project in Ministry, which will be evaluated at the advanced degrees level, based on competence of writing, complexity in synthesis of thought and praxis on the topic of leadership, sophistication in theological reflection, and development of self awareness as a leader. Paper is due February 3.

## Grading

Since this is a graduate-level seminar, each student’s own evaluation and goal will determine the grading. Students and professor will together determine the method of grading. The professor will not give as much evaluative feedback on class presentations as in other classes in order to encourage students to learn to evaluate themselves based on their own goals and the feedback they receive from peers. Class participation and case stories will provide the material for evaluation. Assessment for grading will ordinarily be based on the quality of theological reflection, extent of integration of topics and information included in the syllabus, and demonstrated progress toward more effective approaches to administrative leadership in the church.

## Academic Honesty

All work turned in to the instructors is expected to be the work of the student whose name appears on the assignment. Any borrowing of the ideas or the words of others must be acknowledged by quotation marks (where appropriate) and by citation of author and source. Students unfamiliar with issues relating to academic honesty can find help from the staff in the Academic Support Center and should make use of the available resources at an early date, since violations of seminary policy on academic honesty can lead to a failing grade for the course.

### **Inclusive Language**

The use of inclusive language in course work is a policy of Louisville Presbyterian Seminary. Direct quotations from theological texts and translations of the Bible do not have to be altered to conform to this policy. In your own writing, however, avoid language for people that leaves out part of the population or perpetuates stereotypes. Do not assume masculine gender when the gender of the person is unknown. When referring to God, you are encouraged to use a variety of images and metaphors. See [http://www.lpts.edu/Academic\\_Resources/ASC/avoidinggenderbiasinlanguage.asp](http://www.lpts.edu/Academic_Resources/ASC/avoidinggenderbiasinlanguage.asp).

### **Accessibility Issues**

Any student who has issues of access, various learning abilities, or environmental sensitivities is invited to speak to the professor early in the term.

### **Class Attendance**

Students are expected to attend all scheduled meetings of the course, except for illness or other valid reasons.

### **Required Reading**

Starred items are recommended for the student's own library. Other items are on reserve in the library.

- Berry, Erwin. *The Alban Personnel Handbook for Congregations*. Washington: Alban, 1999. ISBN 1566992141
- \*Bos, Johanna. *Making Wise the Simple*. New York: William B. Eerdmans, 2005. ISBN-10: 0802809901. Introduction, Part I, Ch. 1, Part III, Ch. 1, Part V, Ch 1.
- Ford, Kevin. *Transforming Church: Bringing out the Good to Get to Great*, SaltRiver (TyndaleHouse), 2011. ISBN: 1434767043.
- Fortel, Deborah and David Sawyer, *Curiously Hopeful: Ten Questions Flourishing Congregations (with no right answers)* Manuscript available on CAMS, chapters on Translation, Change, Leadership, and Structures.
- \*Heifetz, Ronald A., and Marty Linsky. *Leadership on the Line: Staying Alive through the Dangers of Leading*. Cambridge: Harvard Business School Press, 2002. Hardback, 250 pp. ISBN 1578514371.
- Hoge, Dean. Et al. *Plain Talk about Churches and Money*. Washington: Alban, 1997. ISBN: 1566991854
- Morris, H. H. *Demystifying the Congregational Budget*. Washington: Alban, 1988. ISBN: 1566990661.
- Ng, David. *People On the Way: Asian North Americans Discovering Christ, Culture and Community*, Valley Forge: Judson, 1996. ISBN: 0817012427 (see chapter by Andrew Sung Park)
- Sawyer, David. *Work of the Church*, Valley Forge: Judson, 1986, ISBN 0817011161.
- West, Cornell, *Race Matters*, Beacon Press, 2001. Chapter 3. ISBN-10: 0807009725.
- \*Willhauck, Susan, *Back Talk: Women Leaders Changing the Church*. Cleveland: Pilgrim Press, 2005. ISBN 0829816534.
- Whitsitt, Landon. *Open Source Church: Making Room for the Wisdom of All*, Herndon VA: The Alban Institute, 2011, ISBN 978-1-56699-412-5
- .

## Class Schedule, 2012

Tuesday Jan 17	<p>Introductions, Group Building Chaos, Confusion and Learning to Lead The Case-in point teaching method Beginning of Comparative Assessment A Hermeneutic of Leadership (Practical Theology) Differences in Leadership Styles and Skills Appointments for “supervisory consultations”</p>
Wednesday Jan 18	<p><b>Ecclesiology and Leadership</b> Case in Point Stories Biblical and Practical thoughts on the Church and Leadership <b>Read for today:</b> Bos, Introduction, Part I, Ch. 1, Part III, Ch. 1, Part V, Ch 1.</p>
Thursday Jan 19	<p><b>Generational Awareness and Digital Leadership</b> Case in Point Stories Guest Presentation: Dr. Chris Hammon, Oates Institute and Drew University Read for Today: Whitsett We’ll watch in class:</p> <ul style="list-style-type: none"><li>• Shift Happens: <a href="http://www.youtube.com/watch?v=fhnWKg9B2-8">http://www.youtube.com/watch?v=fhnWKg9B2-8</a> I</li><li>• nformation R/evolution: <a href="http://youtube.com/watch?v=-4CV05HyAbM">http://youtube.com/watch?v=-4CV05HyAbM</a></li><li>• New Media Literacies video -- <a href="http://newmedialiteracies.org/">http://newmedialiteracies.org/</a></li><li>• Generation We at Mindshift Innovation -- <a href="http://mindshiftinnovation.blogspot.com/">http://mindshiftinnovation.blogspot.com/</a></li></ul>
Friday Jan 20	<p><b>Cross Cultural Leadership Assessment</b> Case in Point Stories Guest Presentation: Lewis Brogdon on Black Church Leadership? African American, Hispanic, Korean Leadership Perspectives <b>Read for today:</b> West, Park</p>
Monday Jan 23	<p><b>Gender and Leadership</b> Case in Point Stories Guest Presentation, Rev. Deborah Fortel “Wonder Woman Doesn’t Work Here Anymore” and Women’s Styles of Leadership <b>Read for today:</b> Willhauck</p>
Tuesday Jan 24	<p><b>Church Administration</b> Case in Point Stories Personnel, Financial, and Program Administration in the Church Power and Leadership <b>Read for Today:</b> Berry, Hoge, Morris, Sawyer</p>

Wednesday Jan 25	<b>Adapting leadership for culture, church size and change.</b> Case in Point Stories Adaptive versus Technical Leadership Change, Identity and Translation <b>Read for today:</b> Ford, Heifetz and Linsky, Fortel & Sawyer
Thursday Jan 26	<b>Risk, Chaos, and Theology</b> Recitations Toward a Practical Theology of Leadership and Administration "How Does God Lead?"
Friday Jan 27	<b>Putting the Learning Together</b> Professor's Case Story Class Analysis Summative Reflections Course Evaluation