Course Syllabus for CL660: Leading and Managing the Christian Non-Profit Organization

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Course Description
This course is designed to inform and educate students of the need for Christ-centered leadership in a Christian non-profit organization. It will allow students to have learning opportunities in leadership and management theory and practice as well as provide them a theological and biblical framework for leading and managing a non-profit organization. The observation and application of a theological framework for leadership and management theory will help guide the student to success.

Course Objectives
• Discuss how a Biblical worldview informs our understanding of stewardship as it relates to Leading and Managing the Non-Profit Organization
• Understand a Biblical Theology of Stewardship as it relates to a non-profit agency
• Define what a non-profit is and explain the contribution it makes to God’s kingdom and society
• Become familiar with leadership and management theory as they relate to a non-profit organization.
• Identify factors which lead to successful non-profit leadership and management
• Analyze and critique a non-profit agency
• Develop a plan to establish a non-profit agency
• Understand issues of financial accountability in non-profits
• Identify areas of ethical concern in non-profit leadership and management and how these relate to governing the non-profit
• Understand the significance of the legal environment of the non-profit

Course Outcomes
The following outcomes are expected for each student:
• Through readings, lectures, and class discussions, the student will learn and apply the theoretical and Biblical foundations for non-profit leadership and management.
• Through research and analysis of an existing non-profit of their choosing, students will understand the application and practice of leadership and management of the non-profit.
• Through a presentation by a non-profit director, the student will understand the challenges of leading and managing a Christian non-profit organization.
• Through preparing a 15 page paper, the student will demonstrate the application of class topics in the context of establishing a non-profit organization, or a non-profit audit or helping a non-profit through the creation of a marketing plan.
• Through presentations by non-profit leaders, the student will learn the importance of proper leadership and management as it relates to the legal, governance and ethical considerations in a non-profit organization.

Course Topics

• A Biblical Theology of Stewardship
• The Christian Leader and the non-profit
• Managing the non-profit
• Organizational Development
• Marketing the non-profit
• Funding the non-profit
• The non-profit and the legal environment
• Ethics and the non-profit
• Non-profit governance

COURSE REQUIREMENTS

Required Textbooks:


Substitutes for Required Textbooks:


Other Required Reading:

The website for the Evangelical Council for Financial Accountability includes suggested best practice standards for members, member standards and policy templates.

Other Suggested Reading List: (see attached bibliography)

**READING REQUIREMENTS**

An acceptable level of competence in leading and managing Christian non-profit organizations (including churches) must begin with each student becoming adequately conversant with the broad range of literature – including subjects related to Biblical principles of leadership and management and technical areas unique to non-profits. In order to develop a solid and rather diverse familiarity with the voluminous literature, reading for this course should be chosen from the wide variety of materials that is available in this subject area.

Students will identify and document specific areas of weakness in your overall understanding of the operations and management of non-profit organizations, and then direct your choice of reading materials to correct that deficit. You may also choose to acquire greater in-depth expertise in a specific area of current vocation and interest and concentrate some of your readings to gain new confidence and strength in that area.

A range of reading up to 1,250+ pages, which includes reading the required textbooks in entirety, is expected. The grade equivalents for the reading component are:

- 750 pages = C
- 1,000+ = B
- 1,250+ = A

**READING GUIDELINES**
All readings should be recorded in a log that will become an annotated bibliography. Readings will come from the following sources:

1. The required textbooks should be properly summarized, annotated and counted in the reading log with critical comments.
2. The “Other Suggested Reading List” attached to this syllabus.
3. The more extended bibliographies found in the required textbooks or in the books included in the bibliography.
4. Similar literature (including journals and periodicals of your choosing) of relevant, functional and applicable value provided these sources reflect obvious significance to managing non-profit organizations or understanding operational issues relevant to non-profits.

READING LOG (Due March 24, 2014)

The student will keep account of all readings by means of a log that shall include an opening paragraph describing the student’s self-assessment of areas of interest for further in-depth reading or deficiencies or knowledge gaps. The student will identify how each reading helped to improve their knowledge in the area of non-profit leadership and management. Use this format for each reading:

1. Author(s) and source
2. Title of the book, chapter or journal article
3. Publisher and year of publication
4. Number of pages read by source (also tallied on a final summary sheet)
5. Critical summary of the central ideas and concepts presented with comparative analysis related to information presented in this course.

Keep the log consistent with current readings so that some or much of this work can be done prior to the beginning of class. Lengths of these papers tend to correlate with the number of pages read. For instance, a student who reads for a C grade in the reading portion tends to turn in logs less than 10 pages, B grade 10-15 and A 15+. In addition, evaluation of critical thinking in logs will influence the grade for this portion.

RESEARCH PAPER: (Choose 1 option) (Due March 24, 2014)

Option 1 - NON-PROFIT AUDIT

The student will submit a 15 page audit of a non-profit of their choosing. The audit will include a number of areas crucial to the successful operation of any non-profit organization. A template for the audit will be available to guide the students work. Students are urged to go outside the required course readings for references. A title page, outline and bibliography are a part of this submission but not included in the 15 page total. All papers must conform to graduate level writing standards and to APA style (APA 6th ed.)

Option 2 - NON-PROFIT PROFORMA

The student will submit a 15 page plan to establish a non-profit organization aimed at meeting a need in God’s Kingdom. Theology, theory and principles of leadership and management taken from this course through lectures, discussions, and reading will be vital to securing the highest grade. Students are urged to go outside the required course readings for references. A title
page, outline and bibliography are a part of this plan but not included in the 15 page total. All papers must conform to graduate level writing standards and to APA style (APA 6th ed.)

Option 3 – Non-Profit Marketing Plan

The student will submit a 15 page marketing plan for a non-profit organization addressing the concepts presented in class as well as the following:

- Company description
- Situation analysis
- Objectives
- Strategy
- Marketing programs
- Assessment and recommendations

Option 4 – Student Project with faculty guidance

The student will submit a one page proposal of a project related to leading and managing a non-profit for approval by the faculty. A 15 page annotation will be submitted by the student covering significant areas of the project in relationship to course topics. A title page, outline and bibliography are a part of this plan but not included in the 15 page total. All papers must conform to graduate level writing standards and to APA style (APA 6th ed.)

REFLECTION PAPER AND PRESENTATION (paper and presentation)

The student is expected to prepare for each class in advance. Each student will prepare a reflection paper and presentation. Each paper will be between 5-8 pages in length (minimum) and include at least 4 sources. Each subtopic must relate to one of the main topics from the syllabus. One example would be the subtopic of teams. This relates to the main topic of management. Another example might the subtopic of charismatic leadership under the main topic of leadership. All papers must conform to graduate level writing standards and to APA style (APA 6th ed.) or Turabian (8th ed.) depending on your preference. Each student will present findings from this paper to the rest of the class in a 3 to 5 minute, seven slide PowerPoint presentation.

Here is a suggested format: The first slide should include the presentation title and your name. The second slide is the presentation introduction, previewing the sub-topic to be covered, the sixth slide is the conclusion, reviewing or recapping the presentation topics. The last slide should list your references in APA format. The third, fourth, and fifth slides should have bullet points (not more than five bullets of five to eight words per bullet) on each slide. The slides should contain (a) the subtopic and how it relates to the main topic, (b) the ways that this subtopic helps to inform the leader and manager in the area of the non-profit, (c) how the subtopic can enhance the role of the non-profit in society.

The presentations will be due on Wednesday (Jan. 23rd) and Thursday (Jan. 24th) depending on the selected topic. The written papers will be due no later than February 15, 2014. All topics must be submitted in advance on a first come, first serve basis. Topics will be posted in Sakai.
The style and format of this course is essentially that of a senior seminar that anticipates maximum class input and reflective, thoughtful discussion from the student. The student is expected to attend all class sessions and participate fully in the classroom experience.

**CLASS PARTICIPATION**

The student is expected to come to class prepared to discuss those topics scheduled for each session. This will require the student to have completed the readings related to the scheduled topics. Special attention will be paid to the student’s ability to add to the discussion through the integration of specific assigned readings, additional resources used and how these have influenced and shaped thinking in these areas.

**Absences from the class, unless pre-approved by the instructor and other arrangements made, may result in failing the course.**

**GRADING CRITERIA**

The final grade will reflect the combined efforts of the student as derived from the following sources:

1. Reflection paper/Presentation  -- 25%
2. Non-Profit Pro-forma or Audit or Marketing Plan  --25%
3. Contributions/Participation in Class Discussions  --25%
4. Annotated Reading Log  --25%

**Other Suggested Reading List:**


**Other Selected Websites:**

The Nonprofit Quarterly provides thoughtful articles published by the Third Sector New England

[http://www.guidestar.org/using/nonprofits.jsp](http://www.guidestar.org/using/nonprofits.jsp)
This website provides a searchable database of more than 1.7 million IRS recognized non-profits.

This website provides white papers on effective non-profit governance

This website of a national business publication focuses on non-profit management.

[http://bc.edu/research/cwp/](http://bc.edu/research/cwp/)
This website of the Center on Wealth and Philanthropy at Boston College provides helpful articles on fundraising and the generational transfer of wealth taking place in the United States.

http://us.bbb.org/WWWRoot/SitePage.aspx?site=113&id=4dd040fd-08af-4dd2-aaa0-dcd66c1a17fc
This website is sponsored by the Council of Better Business Bureaus and this link provides the BBB standards for charity accountability.

Syllabus Addendum

Academic Standards
Cheating and plagiarism are considered serious breaches of personal and academic integrity. Cheating involves, but is not necessarily limited to, the use of unauthorized sources of information during an examination or the submission of the same (or substantially same) work for credit in two or more courses without the knowledge and consent of the instructors. Plagiarism involves the use of another person’s distinctive ideas or words, whether published or unpublished, and representing them as one’s own instead of giving proper credit to the source. Plagiarism can also involve over dependence on other source material for the scope and substance of one’s writing. Such breaches in academic standards often result in a failing grade as well as other corrective measures. For more information, please consult the Student Handbook.

ADA Policy
The seminary complies with the provisions of the Americans with Disabilities Act. A student with a qualifying and authenticated disability who is in need of accommodations should petition the seminary in accordance with the stated guidelines in the Student Handbook.

Cancellation of Class
In the event the seminary has to cancel a class meeting (impending storm, professor illness, etc.), the Registration Office will send out an email (via the GCTS email account) notification to all students registered in the respective course. If the cancelation occurs the day of the scheduled meeting, the Registration Office will also attempt to contact students via their primary phone contact on record. The professor will contact the students (via GCTS account) regarding make-up. If a weekend class is cancelled, the class will be made up during the scheduled Make-Up weekend (see the academic calendar for the designated dates). For more info, consult your Student Handbook.

Extension Policy
Arrangements for submission of late work at a date on or before the “last day to submit written work”, as noted on the seminary’s Academic Calendar, are made between the student and professor. Formal petition to the Registration Office is not required at this time. This includes arrangements for the rescheduling of final exams.
However, course work (reading and written) to be submitted after the publicized calendar due date, must be approved by the Registration Office. An extension form, available online, must be submitted to the Registration Office prior to the “last day to submit written work.” Requests received after this date will either be denied or incur additional penalty. For a full discussion of this policy, please consult the Student Handbook.

**Grades**
Grades are posted on line within twenty-four hours of receipt from the professor. Students are expected to check their CAMS student portal in order to access posted grades. Those individuals who need an official grade report issued to a third party should put their request in writing to the Registration Office. Faculty have six weeks from the course work due date to submit a final grade.

**Returned Work**
Work submitted through Sakai will be returned via Sakai since no hard copies will be turned in. Enclose a self-addressed, stamped envelope with any hard copy work submitted if you wish to have it returned.