I. Course Description

This course will concentrate on further developing the students understanding and application of leadership and management principles as they apply to the non-profit organization. This will be done through reading, class discussions and presentations as well as individual work and group presentations. Observational and process learning will allow the student to analyze and respond to situations where skill assessment can occur and evaluations made to maximize leadership in organizations.

II. 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
• Identify areas of ethical concern in non-profit leadership and management and how these relate to governing the non-profit.

III. Course Outcomes

• Through reading and writing projects, students will give thoughtful reflection of what it means to embrace a holistic approach to stewardship.
• Through readings, lectures, class discussions and group interactions, the student will learn and apply the theoretical and Biblical foundations for non-profit leadership and management
• Through research, and analysis, 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 and be able to identify various strengths and weaknesses of an organization.
Through group presentations, students will identify key areas of success and failure in leading and managing non-profit organizations.

Through thoughtful reflections of readings, forums, blogging and online exercises, students will gain a better understanding of leadership challenges, opportunities and solutions.

Required Textbooks:


Other Required Readings

The Oxford Declaration

Substitutes for Required Textbooks:


Other Required Reading:

http://www.ecfa.org/Content.aspx?PageName=7Standards

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

Class Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Assignment</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>5/18-6/2</td>
<td>Declaration Paper</td>
<td>6/2</td>
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</tbody>
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6/3-6/17 Leadership Assignment 6/17
6/18-7/3 Management Assignment 7/3
7/4-7/18 Ethics Paper 7/18
7/20-7/22 In Class (separate schedule to follow)
7/23-8/7 Hamel Paper 8/7
8/7-8/22 Group Paper 8/22

Course Grading
Stewardship Declaration (100)
Leadership Forum (100)
Management Blogs Interviews, readings (150)
Ethics Blog (100)
Class Participation (50)
Leadership/Management Analysis (50)
Hamel Blog (Book and Utube) (100)
Group Assignment Presentation (50)
Paper (50)

Total 750 pts.

Scale
A 713-750
A- 676-712
B+ 652-675
B 630-651
B- 600-629
C+ 577-599
C 555-576
C- 525-554

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

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

http://www.nptimes.com/

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

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

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 end date for the semester as noted on the seminary’s Academic Calendar are made between the student and professor. Formal petition to the Registration Office is not required in this case. This includes arrangements for the rescheduling of final exams.

However, course work (reading and written) to be submitted after the publicized end date for the semester must be approved by the Registration Office. An extension form, available online, must be submitted to the Registration Office prior to the stated date. 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

Faculty have six weeks from the course work due date to submit a final grade. 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 (unless instructed otherwise). Those individuals who need an official grade report issued to a third party should put their request in writing to the Registration Office.

Returned Work

Submitted hard-copy course work will be returned to the students if they provide a self-addressed and postage-paid envelope with their final work. Work submitted without the appropriate envelope will be destroyed after the grade has been assessed and issued.

Virtual Writing Center

Free assistance in writing papers is available to students through the Virtual Writing Center at Gordon Conwell. The Virtual Writing Center is staffed by Gordon Conwell graduates, or writing tutors with specialized knowledge in writing and/or ESL. Generally, this service is available to students who have completed or are currently enrolled in one of the following three classes:

- CT500 (Introduction to Theological Research)
- CO501 (Introduction to Counseling Research)
- IS502 (Theological Research and Writing)
If you enrolled in GCTS before Fall 2008, you were not required to take one of the three pre-requisites above, and you may request access to the Virtual Writing Center. Also, ESL writing tutors are available to ESL students even if they are not currently enrolled in a degree program. If you do not meet one of these qualifications, but feel you would benefit from using the Virtual Writing Center, contact us and we will evaluate your status.

Email writingcenter@gordonconwell.edu for more information.