

*Gordon-Conwell Theological Seminary*  
*Hispanic Ministries Program*  
**MC 623 - Church Administration**

Instructor: Dr. Pablo A. Jiménez

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**Course description**

Overview of Church administration and management of non-profit organizations. It is designed to inform and educate students regarding administration, management, and leadership principles, procedures, techniques, theology, theory, and practice for leading, administering, and managing churches and non-profit organizations. The course applies a problem-solving approach to these and other issues relevant to ministers and lay leaders.

**Aim and Objectives**

The aim of the course is to equip students to be efficient administrators of local congregations, denominational judicatories, para-church organizations, non-profit organizations and other religious non-governmental organizations (NGO's).

Upon completion of the course, students will be able to:

1. **Define** pertinent terms, principles, and operating procedures associated with administration, leadership, and management.
2. **Describe** the organization of your church or non-profit organization.
3. **Determine** the place of a local congregation in the Congregational Life-Cycle.
4. **Identify** the roles and responsibilities of pastors, leaders, board members, and officers for the stewardship of resources.
5. **Manage** organizational conflicts efficiently.
6. **Apply** management principles and strategies that assist churches, clergy and administrators to lower their risk of legal liability.
7. **Establish** procedures for administering and leading churches in a professional, efficient, and responsible manner.

## Textbooks

- Bullard, George W. *Pursuing the Full Kingdom Potential of Your Congregation*. St. Louis, MO: Lake Hickory Resources, 2005. **ISBN:** 0827229844
- Rainer, Thom S. *Autopsy of a Deceased Church: 12 Ways to Keep Yours Alive*. Nashville: B & H Books, 2014. **ISBN-13:** 978-1433683923
- Welch, Robert H. *Church Administration: Creating Efficiency for Effective Ministry*. Second Edition. Nashville: B & H Academic, 2011. **ISBN-13:** 978-1433673771

## For Further Reading

- Allen, David. *Getting Things Done*. New York: Penguin Books, 2015. **ISBN-13:** 978-0142000281
- Anderson, James D. & Ezra Earl Jones. *The Management of Ministry: Building Leadership in a Changing World*. Nashville: Discipleship Resources, 1993. **ASIN:** B003DI3R8I
- Bandy, Thomas G. *Coaching Change: Breaking Down Resistance, Building Up Hope*. Nashville: Abingdon Press, 2000. **ISBN-13:** 978-0687090174
- \_\_\_\_\_. *Kicking Habits: Welcome Relief for Addicted Churches*. Nashville: Abingdon Press, 1997. **ISBN-10:** 0687049342
- Banks, Robert & Bernice M. Ledbetter. *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker Academic, 2004. **ISBN-13:** 978-0801036293
- Barna, George. *The Power of a Vision*. Updated Edition. Ventura: Regal Books, 2003. **ISBN:** 0830747281
- Bolsinger, Tod. *Canoeing the Mountains: Christian Leadership in Uncharted Territory*. Downers Grove, IL: IVP Books, 2015. **ASIN:** B018IM8JWW
- Bullard, George W. *Every Congregation Needs a Little Conflict*. St. Louis: Chalice Press, 2008. **ASIN:** B001KW0AJI
- Creswell, Jane. *Christ-Centered Coaching: 7 Benefits for Ministry Leaders*. St. Louis: Lake Hickory Resources, 2006. **ISBN:** 082720499X
- Duhigg, Charles. *The Power of Habit*. New York: Random House, 2014. **ISBN:** 0385669763

- Hamm, Richard L. ***Recreating the Church: Leadership for the Postmodern Age***. St. Louis: Chalice Press, 2007. **ISBN: 0827232535**
- Heifetz, Ronald A. & Marty Linsky. ***Leadership on the Line: Staying Alive Through the Dangers of Leading***. Boston: Harvard Business School Press. **ASIN: B01N1XCO0S**
- Herrington, Jim, Mike Bonem & James H. Furr. ***Leading Congregational Change: A Practical Guide for the Transformational Journey***. San Francisco: Jossey-Bass, 2002. **ASIN: B01FIXWFXS**
- Lott, David B., Editor. ***Conflict Management in Congregations***. Washington: The Alban Institute, 2001. **ASIN: B00LWXKJGO**
- Rediger, G. Lloyd. ***Clergy Killers: Guidance for Pastors and Congregations Under Attack***. Louisville: Westminster / John Knox Press, 1997. **ISBN-13: 978-0664257538**

## **Methodology**

This intensive course will develop in three stages:

- Phase 1: Readings and assignments to be fulfilled before the on-site intensive meeting.
- Phase 2: On-site intensive meeting
- Phase 3: Assignments to be fulfilled immediately after the on-site intensive Meeting.

### **Phase 1:**

1. Read Welch's **Church Administration** in its entirety.
2. Read Chapters 1 to 5 of Bullard's **Pursuing the Full Kingdom Potential of Your Congregation**.
3. Read Rainer's **Autopsy of a Deceased Church**.
4. Answer the **Church Questionnaire**, analyzing the local congregation you attend or serve as pastor or staff member.
5. On the basis of the Questionnaire, write a 5 pages describing the **current situation** of your local church or organization.

### **Phase 2:**

1. **Participate actively** in the on-site intensive course.

2. Answer an **Online Test** about the content of Welch's book.

### **Phase 3:**

1. Read Chapters 6 to 12 of Bullard's **Pursuing the Full Kingdom Potential of Your Congregation**.
2. Write a 15 pages paper on **The Present and Future of your Congregation**. The monograph must have, at least, two parts:
  - **A diagnosis section**, identifying the place of your local church on the Congregational Life-Cycle.
  - **An visioning section**, writing the Future Story of your Congregation that will accurately portray your dreams, aims and goals for your organization.
  - **An strategic section**, describing how to implement, at least, three strategies for improvement effectiveness, organizational change and growth.

## **Assignments**

### **General Information:**

1. All written assignments should be typed, double-spaced and written in a 12-point font such as Arial, Helvetica or New Times Roman.
2. All papers must be original, citing the references according the Turabian format. Students who copy, forge or pay for term papers will be referred to the Judicial Committee for adjudication and may fail the course and even be suspended from the HMP
3. Formats: Send your paper in MS Word (extension doc or docx) or Adobe Acrobat (extension pdf).
4. All assignments will have a maximum value of 100 points.
5. No late work will be accepted. If you experience illness or emergency, you must request an extension, sending an email to the instructor. Your email on this issue must be an official extension petition, filed by 4 pm on the day of the deadline for written work.
6. The HMP does not accept a grade of "I" or Incomplete. Students requesting extensions will receive a grade of "EX", to be removed when the Instructor submits the final grade.
7. Students will receive an extension of no more than 90 days—counted from the first day of the course—to complete all coursework. Any papers or exams not submitted within 90 days will have an automatic "F", earning no points toward the final grade.
8. In case of medical emergency, the HMP office may grant a longer extension, up to a year from the first day of the course. Proper documentation of the medical emergency must be provided to the HMP office in a timely manner.

**Grading Scale:\***

Grade	Percentage	Points
A	100 – 95 %	500-475
A-	94 – 90 %	474-450
B+	89 – 87 %	449-435
B	86 – 84 %	434-420
B-	83 – 80 %	419-400
C+	79 – 77 %	399-385
C	76 – 74%	384-370
C-	73 – 70%	369-350
D+	69 – 67 %	349-335
D	66 – 64 %	334-320
F	63 – 0 %	319-0

**\*Master degree level students may request to be graded on a “Pass/Fail” grading basis, using the link below (this option is not available for Diploma students):**  
<http://www.gordonconwell.edu/hmp/current/documents/PassFailPetition.pdf>

**Assignments for this course:**

As stated earlier, the assignments for this course will be:

1. A 5 pages paper describing the **current situation** of your local church or organization, written on the basis of the Church Questionnaire supplied by the Instructor. **Deadline: February 19, 2018**

2. Attendance and active participation in the on-site intensive course.
  3. **Online Test** about the content of Welch's book. **Deadline: February 24, 2018**
  4. A 15 pages paper on **The Present and Future of your Congregation**. The monograph must have, at least, three parts:
    - **A diagnosis section**, identifying the place of your local church on the Congregational Life-Cycle.
    - **An visioning section**, writing the Future Story of your Congregation that will accurately portray your dreams, aims and goals for your organization.
    - **An strategic section**, describing how to implement, at least, three strategies for improvement effectiveness, organizational change and growth.
- Deadline: March 9, 2018**

## Calendar

Topic	Readings	Timeframe
<b>Introduction - Reading Syllabus</b>	Course Syllabus	Monday, February 19, PM
<b>An Introduction to Administration</b>	Welch, Chapter 1	Monday, February 19, PM
<b>Basics for Administration</b>	Welch, Chapters 2 & 3	Tuesday, February 20, PM
<b>Analyzing Organization &amp; Structure</b>	Bullard, Chapters 1 to 5 Rainer Welch, Chapter 4	Wednesday, February 21, PM
<b>Managing Personnel</b>	Welch, Chapter 5	Thursday, February 22, PM
<b>Managing Finances</b>	Welch, Chapter 6	Friday, February 23, AM
<b>Managing Properties</b>	Welch, Chapter 7	Friday, February 23, AM
<b>Assessing Risks</b>	Welch, Chapter 9	Friday, February 23, PM
<b>Managing Conflict</b>	To be supplied	Saturday, February 24, AM
<b>Planning &amp; Programming</b>	Welch, Chapter 10 & 11	Saturday, February 24, AM
<b>The Future Story of your organization</b>	Bullard, Chapter 6 to 12	Saturday, February 24, PM
<b>Closing</b>		Saturday, February 24, PM