GORDON-CONWELL THEOLOGICAL SEMINARY

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

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 learning opportunities in leadership and management theory and practice as well as provide a theological 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 doing a non-profit audit or helping a non-profit through the creation of a marketing plan.
- Through a presentation of a foundation representative the student will learn the importance of proper leadership and management as it relates to the funding of 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 February 18, 2011)

The student will keep account of these 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 supplementary reading helped to improve their knowledge in the area of non-profit management.

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.

Research Paper: (Choose 1 option)

Option 1 - NON-PROFIT AUDIT (Deadline February 18, 2011)

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 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 (Deadline February 18, 2011)

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 (Deadline February 18, 2011)

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
All papers must conform to graduate level writing standards and to APA style (APA 6th ed.)

ATTENDANCE, PARTICIPATION AND PRESENTATIONS

Because this is a one week intensive, the student is expected to prepare for each class in advance. Each student will prepare three (3) reflections. Each paper must be 5 pages in length (minimum) and include at least 5 sources. Each subtopic must relate to one of the main topics from the syllabus. An example would be the subtopic of teams. This relates to the main topic of management. Another example might be the subtopic of worldview and how this might relate to the development of a theology of stewardship. All papers must conform to graduate level writing standards and to APA style (APA 6th ed.) Each student will present findings from two (2) of these papers to the rest of the class in a 3 to 5 minute, seven slide PowerPoint presentation. These will be assigned on the first day of class. 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 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. **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 papers/Presentations -- 25%
2. Non-Profit Pro-forma or Audit or Marketing Plan --25%
3. Contributions/Participation in Class Discussions --25%
4. Annotated Reading Log and Class Presentation --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

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 standards for charity accountability