

STRATEGIC PLANNING AND MINISTRY

MS 2XP3

For specializations Pastoral Studies (PS), Christian Worldview (CW), Church and Culture (CC). Also ideal for occasional students and those seeking a planning course as their summer retreat.

McMaster Divinity College

Summer 2014

Dates & Times: May 26th-30th , Monday 11:30 am – 4:00 pm, Tues-Thurs 9:00 am – 4:00 pm, Fri 9:00 am – 12:00 pm

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Course description

Beginning with a full day of long-range organizational conceptualization, looking at both external and internal factors, we will then craft a discussion around the question of “how might we” achieve the future of our organization(s)? Each participant will craft a personal ‘handbook’ that will form a practical guide to lead their respective organizations through a planning process. With the central theme of ensuring long-term relevance to the communities served, we will consider physical resource requirements, human capital requirements and financial resource requirements; all within the framework of serving God’s kingdom through ministry. This course is ideal also for several leaders from the same church to attend (pastors, elders etc.).

We will participate in a series of investigations into the use of strategic planning methods, including risk identification and mitigation. We will address the challenges of leading an organization through change, especially the management challenges faced by church leaders today, in several specific areas:

- The visioning process, especially in a shared and complex structure: In a church that has many program-specific pastoral leaders (worship, youth, music, mission) plus several demographic congregational groups and sometimes multiple campuses.
- Identification of potential changes required to achieve the vision, in terms of the organizational makeup and operational structure.
- Organizing and executing a complex communications methodology; identifying the change agents within the organization and equipping them for the task—crucial for shared vision and success.
- Conflict resolution: biblical teachings – practical application: No matter how good the intentions, how thorough the planning and communication, put people in the mix and

things can get difficult, even messy. Sometimes it may even be time to bring in expert resources.

- Understanding the financial issues and developing a model for developing the plan, mitigating risks and monitoring progress; creating a “dashboard”.
- Preparing the team and orienting them to success. What to own personally, what to delegate, how to nurture, reward and guide: How can we grow from small to larger and ensure that everyone still feels that they are personally relevant. Crafting an communicating roles to assure accountability and collaboration. Ensuring that the pastoral team stay fully in tune with boards of directors and volunteers.
- Modelling change leadership: Even in a faith community, perhaps especially in a faith community, conscious, rigorous and effective modeling is key. How do we ensure that that there is never a disconnection between the leadership behavior that we request of others and the leadership behavior that we model for them.
- Maintaining spiritual vitality – especially in troubled and overwhelming times: Author James Autrey, in his book *The Servant Leader* says that Burnout is not a crisis of time; it is a burnout of the spirit. When we are the shepherds who fret over every sheep, often the last soul we take care of is our own. What can we do to maintain our spiritual vitality? What can we do when we fear we are losing our spiritual vitality?

Course objectives

Knowing

Explore areas of church visioning and change leadership challenges and approaches.

Raise and address questions of particular interest to each student. This lecture series will explore the concepts of change leadership and will develop confidence in their application.

Being

Within the Christian imperative of servant leadership, become equipped with the foundational tools of strategic planning, change and conflict management, management of a growing, multi-layered team of staff and volunteers, modeling ethical practices and maintaining spiritual vitality.

Doing

Through case-study analysis and lively discussion investigate and consider best practice for church management.

Required readings

Books.

Malphurs, Aubrey, *Advanced Strategic Planning: A 21st Century Model for Church and Ministry Leaders*, Grand Rapids MI: Baker Books, 2013 Ed.

Lloyd-Jones, D.M. *Studies in The Sermon On The Mount*. Grand Rapids MI. Eerdmans. 1959.

Additional Academic Papers will be provided closer to the start date.

Assignments and Evaluation

Students taking the entire lecture series for credit:

Book Review: Choose one of the books above. The Review must be 3-5 pages double-spaced 12pt font, excl. Title Page. Due: June 16th. Worth 30%.

Case reflection: Develop a perspective based upon either, one of the specific class cases and dialogue, or the other book above. Must be 8-10 pages double-spaced 12pt font, excl. Title Page.

This paper should reflect your academic program specialization.

Pastoral Studies students should write from the perspective of actually leading a ministry-based strategic planning exercise.

Christian Worldview students should compare and contrast the Christian biblical context and framework of strategic planning with other world views.

Church and Culture students should write from the perspective of the challenges of change management within a Christian church culture.

Due June 23rd. Worth 30%.

Personal Reflection Paper: 5 pages double-spaced 12pt font, excl. Title Page. Due June 27th. Worth 30%.

Class Participation 10%.

Please note that a penalty of 1% per calendar day will be assessed for late submission of assignments.

Class Schedule May 26th-30th

MONDAY: Class begins at 11:30 AM with a brief introduction, followed by a welcome lunch (all summer school students invited) from 12:00-1:00.

Class resumes at 1:00PM-4:00PM - Creating an environment for vision and mission

TUESDAY: 9:00-4:00PM. - Making mature disciples: Building a Ministry Team

WEDNESDAY: 9:00-4:00PM - Finance for Decisions. Assessing Risk. (NOTE: A short Chapel Service will be held Wednesday between 11:30 and 12:00 Noon.

THURSDAY: 9:00-4:00PM - Maintaining Spiritual Vitality and developing team leadership discernment.

FRIDAY: 9:00-12:00PM - Communicating the Plan. Resolving Disagreement. Class ends at Noon on Friday.

Academic Honesty:

Academic dishonesty is a serious offence that may take any number of forms, including plagiarism, the submission of work that is not one's own or for which previous credit has been obtained, and/or unauthorized collaboration with other students. Academic dishonesty can result in severe consequences, e.g., failure of the assignment, failure of the course, a notation on one's academic transcript, and/or suspension or expulsion from the College.

Students are responsible for understanding what constitutes academic dishonesty. Please refer to the Divinity College Statement on Academic Honesty ~

<http://www.mcmasterdivinity.ca/programs/rules-regulations>

Gender Inclusive Language:

McMaster Divinity College uses language for human beings in worship services, student written materials, and all of its publications. In reference to biblical texts, the integrity of the original expressions and the names of God should be respected. The NSRV and TNIV are examples of the use of inclusive language for human beings. It is expected that inclusive language will be used in chapel services and all MDC assignments.

Sexual Harassment:

Sexual harassment is a violation of the integrity of persons in the form of unsolicited, unwelcome, verbal or physical behavior, which discriminates on the basis of gender about a person's body, attire, gender, marital status or economic status. Among faculty, staff and students, sexual harassment of any kind will not be tolerated.

Disclaimer:

This syllabus is the property of the instructor and is prepared with currently available information. The instructor reserves the right to make changes and revisions up to and including the first day of class.