

## Leading Change in the Church: MS 3XL3

McMaster Divinity College

Summer 2018

Dates & Times: Saturdays: June 2<sup>nd</sup>, 9<sup>th</sup>, 16<sup>th</sup>.

Instructor: The Reverend Deacon Paul K. Bates M.T.S., DPT (Cand.) FCPA, FCMA, CMC.  
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**For specializations:** TBD

### **About the Instructor:**

A Chartered Professional Accountant (FCPA), Fellow of the Chartered Professional Accountants of Ontario, and Certified Management Consultant (CMC). Following the completion of a Master of Theological Studies (MTS) degree, Paul is entering the research phase toward completion of a Doctor of Practical Theology (DPT) with a focus in the area of Faith and Work. He hopes to complete and submit his dissertation in late 2018. Paul is formerly a 'C Suite' executive and academic administrator, now focused on a portfolio of graduate-level teaching, governance and consulting, including working with churches during times of change and inflection. He also serves as a Deacon in his church; His capital markets experience includes market regulation; broad corporate and not-for-profit governance. Paul recently completed an assignment as a Member of the Expert Panel, for the Ministry of Finance of Ontario, to Review Regulation of Financial Advisors and Planning.

### **Course description**

This course is designed to assist you in preparing for, or improving, change leadership and stewardship in the church. In particular, you will find this course useful if you are involved with, or are about to be involved with:

- Preparing for a leadership change in your church.
- Preparing for a strategic review.
- Responding to a financial challenge, either in terms of operating funds or the need for a capital campaign.
- Preparing for and leading a review of governance structure.
- Responding to disagreement.

Beginning with an examination of the basics of finance, we will cover a brief discussion of stewardship, and from there discuss prudent practices of governance, and change leadership.

### **Course objectives**

#### **Knowing**

Embedded in a theology of stewardship, we will review and affirm all the critical elements of church sustainability planning in the context of an evolving society.

## **Being**

We will explore our own responsibilities for strategic planning, sound financial stewardship, human capital, and community engagement, together with the appropriate leadership of both the leadership team and volunteers. We will then discuss how our approach should be crafted for successful outcomes. We will also explore approaches to spiritual discernment as a critical element of sustainability.

## **Doing**

Class dialogue will include ‘case study’ situations that require analysis. These discussions will provide opportunities to practice in simulated and challenging situations. The course will include a guest speaker.

## **Required readings**

### Books:

Berkley, James D. *The Dynamics of Church Finance*. Grand Rapids: Baker, 2000.

Hatch, Mary Jo. *Organization Theory: Modern, Symbolic, and Postmodern Perspectives* 3<sup>rd</sup> Edition, Oxford: Oxford University Press, 2013.

Malphurs, Aubrey. *Advanced Strategic Planning: A New Model For Church and Ministry Leaders*. Grand Rapids: Baker, 1999.

Sinek, Simon. *Start With Why: How Great Leaders Inspire Everyone to Take Action*. New York: Penguin, 2009.

## **Assignments and Evaluation (For-Credit Students)**

**Response to class case study:** 2 Pages max double-spaced 12pt font, excl. Title Page. Due TBD. Worth 10%.

**Book Review:** Choose one of the required textbooks above. The Review must be 5-7 pages double-spaced 12pt font, excl. Title Page. Due: TBD. Worth 15%.

**Case reflection:** Develop a deep perspective based upon either, one of the specific class cases and dialogue, or a personal experience, reflected upon through the lens of this course material and discussion. Must be 10-12 pages double-spaced 12pt font, excluding title page & bibliography. 6-7 additional reference sources should be cited.

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.

Church and Culture/Christian Worldview students should write from the perspective of the challenges of planning within a Christian church culture.

Due TBD. Worth 35%.

**Personal Reflection Paper: Topic to be presented and approved by the instructor.** Possible topics could include a deep analysis/reflection on one of the topics outlined above, i.e. Preparing for a leadership change in your church; Preparing for a strategic review; Responding to a financial challenge, either in terms of operating funds or the need for a capital campaign; Preparing for and leading a review of governance structure; Responding to disagreement.

8-10 pages double-spaced 12pt font, excl. Title Page. Due TBD. Worth 30%.

Course Participation 10%.

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

**Class Schedule: June 2<sup>nd</sup>, June 9<sup>th</sup>, and June 16<sup>th</sup>. Tentative Schedule as follows:**

June 2<sup>nd</sup>: Basic Financial Stewardship; Preparing for a leadership change in your church; Preparing for a strategic review.

June 9<sup>th</sup>: Guest Speaker.

June 16<sup>th</sup>: Responding to a financial challenge; Preparing for and leading a review of governance structure; Responding to disagreement.

### Textbook Purchase

All required textbooks for this class are available from the College's book service, READ On Bookstore, Room 145, McMaster Divinity College. Texts may be purchased on the first day of class. For advance purchase, you may contact READ On Bookstore, 5 International Blvd, Etobicoke, Ontario M9W 6H3 : phone 416.620.2934; fax 416.622.2308; email [books@readon.ca](mailto:books@readon.ca). Other book services may also carry the texts.

### 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 inclusive 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 NRSV 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.

### Style

All stylistic considerations (including but not limited to questions of formatting, footnotes, and bibliographic references) must conform to the McMaster Divinity College Style Guidelines for Essays and Theses

<http://www.mcmasterdivinity.ca/sites/default/files/documents/mdcstyleguide.pdf>

Failure to observe appropriate form will result in grade reductions.

### 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.