

Leadership and Organization: MS 2XA3

McMaster Divinity College

Summer 2019

Dates: June 10-14, 2019

Instructor: The Reverend Deacon Paul K. Bates MTS, DPT (cand.) FCPA, FCMA, CMC.

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For specializations:

- Pastoral Studies
- Church and Culture
- Christian Worldview

About the Instructor:

A Chartered Professional Accountant (FCPA), Fellow of the Chartered Professional Accountants of Ontario, Certified Management Consultant (CMC), and recipient of the Queen's Jubilee Medal for Community Service. Following the completion of a Master of Theological Studies (MTS) degree, Paul is completing his dissertation toward completion of a Doctor of Practical Theology (DPT) with a focus in the area of Faith and Work. Paul is formerly a 'C Suite' finance executive and academic Dean, now focused on a portfolio of graduate-level teaching, governance and consulting, including working with churches and faith-centric charities during times of change and inflection. He 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 conceived in the philosophy of *Practical Theology*. Described by John Swinton and Harriet Mowat as, "critical, theological reflection on the practices of the Church as they interact with the practices of the world, with a view to ensuring and enabling faithful participation in God's redemptive practices in, to, and for the world."¹ The course content draws from both pertinent literature and the instructor's experience in both for-profit, government, and not-for profit, church and faith-based enterprises, including:

- Grace Anglican Church, Waterdown.
- YMCA of Hamilton/Burlington/Brantford; Hamilton Downtown Work Group.
- Evangel Hall Mission, Toronto.
- Mayor's Advisory Committee on work opportunities for new graduates in Burlington, Ontario.

¹ Swinton and Mowat, *Practical Theology*, 6.

- Canadian Psychiatric Research Foundation.

This course is constructed as a series of executive seminars. Taken together, these seminars are designed to assist you in preparing for, or improving, your broad leadership and administrative skills in a pastoral setting. These seminars will assist you with leading or being a member of a leadership team in a large church environment, church plant, or para-church situation.

Each of the seminars may be taken as a self-contained, focused, study in the specific topic area as an audit student, or the entire series may be taken for credit, to participate in a comprehensive study of the essential elements of leadership and administration within a faith setting.

Cumulatively, these seminars will also assist you in developing deeper engagement with the broader external communities and organizations critical to your pastoral success.

All the topic areas are prepared with a view to organizational structure and dynamics that pervade the post-modern culture that we operate in and serve, i.e. a philosophical movement that arose in the second half of the 20th century, regarding culture and identity. Timeliness of this course is, therefore, particularly valuable to those concerned with understanding more completely those postmodern perspectives that shape workplace phenomena, including church and para-church environments.

Course objectives

Knowing

Embedded in a theology of stewardship, we will review and affirm all the critical elements of church leadership and sustainability.

Being

We will explore our own responsibilities for engaging leadership for both staff and volunteers, sound financial stewardship, human capital, and governance. We will discuss how our approach should be crafted for successful outcomes.

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:

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

Dockery, David S. *Christian Leadership Essentials*. Nashville: B&H, 2011.

Barton, Ruth H. *Strengthening the Soul of Your Leadership*. Downers Grove: Intervarsity Press, 2008.

Other academic papers and reference materials will be provided as pertinent to specific seminars.

Assignments and Evaluation (For-Credit Students)

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

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

Case reflection (value 35%): 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. Due: TBD.

Personal Reflection Paper: Topic to be presented and approved by the instructor (value 30%). 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.

Course Participation (value 10%).

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

Class Schedule: TBD Tentative Schedule as follows:

Class 1: What is Leadership? A discussion on the concept of leadership in a post-modern environment.

Class 2: .Preparing for a leadership in a church and para-church setting. Assessing the situation. Developing or improving engagement skills. Giving critical feedback.

Class 3: Responding to a financial challenge, either in terms of operating funds or the need for a capital campaign. Walking through the fundamental building blocks of financial acumen.

Class 4: Working with your board; principles of governance in a church/not-for-profit environment. Leading volunteers.

Class 5: Developing and improving human resources management skills. Special focus on conflict. Maintaining perspective.

Class 6: Staying the course. Understanding the 'S' Curve of an organization. Forward-looking planning and discernment

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. 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.