

**MAS 642 Administration in Ministry**  
**2 hours credit/3 units CEUs**  
**Monday, 1:00 – 4:00 a.m., Summer Term**

<b>Instructor Name</b>	Rev. Claudell Hefner County M.A.
<b>Office Hours</b>	By appointment; Tuesdays 8-10am; Thurs 4-5pm
<b>Telephone</b>	Office:816-251-3535 x 2160
<b>E-Mail</b>	<a href="mailto:countych@unityonline.org">countych@unityonline.org</a>
<b>Required Texts</b>	McBee, S. (2002). <i>To lead is to serve: How to attract volunteers and keep them.</i> Robert III, H., Evans, W., Honemann, D., & Balch, T. (2004). <i>Robert's rules of order newly revised in brief: The only authorized concise guide.</i> Cambridge, MA: DaCapo Press. Welch, R. (2005) <i>Church administration: Creating efficiency for effective ministry.</i> Nashville: Broadman & Holman publishers.
<b>Other Required Reading</b>	White papers, and downloads: <a href="http://www.holacracy.org/?page=resources_home">http://www.holacracy.org/?page=resources_home</a> <a href="http://www.unity.org/church_policy_manual_rev2004.doc">http://www.unity.org/church_policy_manual_rev2004.doc</a> <a href="http://www.unity.org/clientuploads/Resources/Bylaws2007min.doc">http://www.unity.org/clientuploads/Resources/Bylaws2007min.doc</a> <a href="http://www.unity.org/index.php?src=faq&amp;category=Bylaws-recommended">http://www.unity.org/index.php?src=faq&amp;category=Bylaws-recommended</a> <a href="http://unityonline.org/education/mrs/downloads/index.html">http://unityonline.org/education/mrs/downloads/index.html</a>
<b>Recommended Reading</b>	Berry, E. (1999). <i>The Alban personnel handbook for congregations.</i> Herndon, VA: The Alban Institute. BOARD MANUAL - BUILDING WITH BOARDS: The Foundation for Creating Spiritual Leaders (2nd Edition) <a href="http://www.unity.org">www.unity.org</a> GROWING YOUR SPIRITUAL COMMUNITY: CONNECTING MARKETING AND PLANNING By Barbara O'Hearne and Lisa Wittman <a href="http://www.unity.org">www.unity.org</a>

### Course Description

This course will focus on the day to day aspects of ministry, including office operations and personnel management. This course provides an overview of management styles and best practices for planning, organizing, and leading in various areas of management and administration. This information can be adapted to alternative ministries.

### Learning Objectives

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

1. Describe the basics of the minister's role in the administration of a church.
2. Develop an appreciation of management styles and identification of his/her own style.
3. Articulate procedures and operations of the church office.
4. Develop a plan for hiring, training, evaluating, and working with personnel.
5. Apply the basic principles of internal and external marketing for a church.
6. Read and understand church bylaws and demonstrate how they impact church organizations.

The Learning Objectives partially fulfill the following outcomes for the Master of Divinity and Certificate programs:

1. MD-2 Describe and integrate administrative and leadership abilities to create a productive and growing ministry.

**Class Schedule**

Date	Topic	Reading Assignment	Paper/Exam/Activity
7/14	<p><b>Introductions</b></p> <p>Discussion of personal <i>First Year Out Handbook</i> (handout)</p> <p><i>Qualities of Being</i>: Discussion and agreements. (handout)</p> <p><b>- Everything is Spirit</b> The theology and culture of administration: the history of management, key functions of administration, administration leadership styles.</p> <p>- Administration of the church as a spiritual experience. Affirmations, Treasure Maps, Visualizations, Prayer, Acting from Integrity and Transparency.</p>	<p>Welch: Preface, Chpt 1</p> <p>Code of Ethics, AUCI Policy manual.. pages 102, 104-111.</p> <p>Read M&amp;RS downloads, Code of Conduct</p> <p>Read Goleman’s handout on styles of leadership. (handout)</p> <p>Read: <i>Ethical Character Building with Seminarians</i> by CCounty</p>	<p>Administrative Leadership paper: 12-15 pages.</p> <p>Administrative Leadership paper on (1) how you perceive your leadership/ management style in the context of styles outlined in the reading. Is your style always the same? At what time do varying styles work.</p> <p>(2) Are there any traits from the reading on pages 42-44 or from other arenas of self-knowledge and knowledge of others that you may be prone to fall into in a first church situation as an administrator? How can you prevent or shift this?</p> <p>(3) How can the <i>AUCI Code of ethics</i> and the <i>UI Code of Conduct</i> (Student Handbook), and <i>Ethical Character Building with Seminarians</i> help you in your first years of administrative ministry?</p> <p>Due Week 7.</p>
7/21	<p><b>Marketing – Lisa Wittman</b></p> <p><b>Media – Barb Quinn</b></p>	<p>Material given in class.</p> <p>Instructions for a press release and newsletter article. (handout)</p>	<p>Write a press release introducing yourself as the new minister at the Unity Center of Truth, Grand Forks, North Dakota. The press release should be for the city paper – formal, as opposed to friendly.</p> <p>Use the same information as above for the internal newsletter article. – friendly, not formal.</p> <p>Due week 4</p>

Date	Topic	Reading Assignment	Paper/Exam/Activity
7/28	<b>Minister's Work – responsibilities and choices</b>  Boundaries of time and space Discussion  Methods of Administrative Leadership  Scheduling	Welch, Chapter 2, 3 Policy Manual pages 4,5, 48-54, 99-103  <i>Empower Overview</i> (handouts) - Example - Mentoring - Questions - Appreciative Inquiry - Coaching - Strengths - Public relations	
8/4	<b>Employees</b>  What is needed?  Job Descriptions  Hiring Practices Removing Employees  Contract labor	Welch, Chapter 4, 5 PMUM 4-5, 48-54, 99-103  PMUM 8-47, 55-70, 82-98  {Begin reading: Shar McBee: <i>To Lead is to Serve</i> }	
8/11	<b>Behavior Based Interview Skills</b> Demonstration  Discussion of Chapt 4	Read handouts prior to class. Movie & Powerpoint.	
8/18	<b>Working with Employees and Volunteers :</b>  Holacratic & other meetings, training, leadership, celebration, semi-annual reviews.  <b>Bookstore Operations 1 hr</b>	Chapt 5  Holacratic material, (download)  Discuss <i>To Lead is to Serve</i>	Using the key ideas in Shar McBee's book, write a paragraph about each that gives an example of how you will use this key. 3-5 pages  Due week 8
8/25	<b>Office Procedures and policies</b>  <b>Files &amp; Documents</b>  <b>Equipment &amp; Building</b>	Chapter 7 & 8  (Read ahead AUCI recommended church bylaws and become familiar with Roberts Rules of Order.)	Home study given on Bylaws given.  Due Week 9
9/1	<b>Administering Planning Activities</b>	Welch, Chapter 10	Where can you empower? List for discussion. Turn in

Date	Topic	Reading Assignment	Paper/Exam/Activity
9/8	<b>Administering Program Ministries</b>	Welch, Chapter 11	Where can you empower? List for discussion. Turn in
9/15	<b>Administering Support Activities</b>	Welch, Chapter 12	Where can you empower? List for discussion. Turn in
	Chapters 7 & 9 of the Welch book are used in MAS 542 Legal and Financial Issues		

**Assignments for the Master of Divinity program:**

The assignments are notated in the syllabus.

When writing a paper, use APA style for referencing material within the text, and for the final Reference page (which uses a hanging indent) Use personal and outside sources, professional journals, other texts. Please use a 12 point font and the 1 inch APA margins. Double space.

Please fold the paper lengthwise and put your name, course, title of paper and date on the outside, so it will easily fit in your mailbox. The grade will be on the inside.

**Grading**

Assignment	Due	Possible Points	Meets Learning Objective
Behavior Based Interview demonstration	Week 4	10	4
Press release	Week 4	5	5
Newsletter self-introduction	Week 4	5	5
Administrative Leadership Paper	Week 7	30	1,2,3
Empowerment List	Week 8	5	3
To Lead is to Serve	Week 8	20	4
Empowerment List	Week 9	5	3
Bylaw search	Week 9	20	6
Empowerment List	Week 10	5	3
Class “presence”	10 weeks	10	Et al
Excessive absence		-10	

**Final Grade Determination:**

- 90 – 100 points = A
- 80 – 89 points = B
- 70 – 79 points = C
- 60 – 69 points = D
- Below 60 is failing

**Assignments for the Certificate program:**

1. read all reading assignments
2. participate in discussions
3. complete assignments. Assignments do not have to be in APA style with references. Papers can be 25% shorter.

Assignment	Due	Possible Points	Meets Learning Objective
Behavior Based Interview Demonstration	Week 4	10	4
Press release	Week 4	5	5
Newsletter self-introduction	Week 4	5	5
Administrative Leadership Paper	Week 7	30	1,2,3,
Empowerment List	Week 8	5	3
To Lead is to Serve	Week 8	20	4
Empowerment List	Week 9	5	3
Bylaw search	Week 9	20	6
Empowerment List	Week 10	5	3
Class “presence”	10 weeks	10	Et al
Excessive absence		-10	

**Final Grade Determination**

- 90 -100 points = A
- 80 - 89 points = B
- 70 – 79 points = C
- 60 – 69 points = D
- Below 60 is failing

**Expectations of Students**

Students are expected to come to class having read the assigned material and prepared to discuss it. In addition, students are expected to work to their best quality. My assignments are mostly designed to be immediately applicable to the ministry and should be done with your church’s excellence in mind.

**Classroom Protocol**

To maintain an atmosphere of learning, please be on time, respect each other’s ideas, balance speaking and listening, share the center stage, prepare for each class, return from breaks on time, take adult breaks if needed, and take everything to prayer. Practice your church leader/administrator ethics!

**Late Assignment Policy**

There are no late assignments without contact with the instructor!

**Attendance Policy**

Excessive absence will be noted and 10 points deducted.

**Academic Honesty**

Unity Institute assumes that all students desire to pursue their academic and transformational work with honesty and scholarly integrity. Cheating, plagiarism, facilitating academic dishonesty and

misrepresentation of self or other students are prohibited. For further information about academic honesty, students are directed to review the Unity Institute Catalog and Student Handbook.

### **Special Concerns**

If students have any special concerns and/or challenges that may affect their performance in this course, they are encouraged to speak with the instructor immediately so that any accommodations, if necessary, may be made. Please call, email, or talk to me before you go to anyone else.

### **Selected Bibliography**

- Anthony, M. & Estep, Jr., J. (editors) (2005). *Management Essentials for Christian Ministries*. Nashville: Broadman & Holman Publishers
- Baron, D. (1999). *Moses on management: 50 leadership lessons from the greatest manager of all time*. New York: Pocket Books, a division of Simon & Schuster, Inc.
- Berry, E. (1999). *The Alban personnel handbook for congregations*. Herndon, VA: The Alban Institute.
- Berkley, J. (edit.) (1994). *Leadership handbook of management and administration: Practical insight from a cross section of ministry leaders*. Grand Rapids, MI; Baker Books and Christianity Today, Inc.
- Powers B. (editor) (1997). *Church administration handbook* Nashville: Broadman & Holman Publishers.
- Shawchuck, N. and Heuser, R. (1993). *Leading the congregation: Caring for yourself while serving the people*. Nashville: Abingdon Press.
- Tidwell, C. (1985). *Church administration: Effective leadership for ministry*. Nashville: Broadman & Holman Publishers.
- Van Auken, P. (1989). *The well-managed ministry: Discovering & developing the strengths of your team*. Wheaton, IL: SP publication