

COURSE OF STUDY SCHOOL  
Garrett-Evangelical Theological Seminary  
2121 Sheridan Road, Evanston, IL 60201  
847.866.3942

YEAR ONE

**114 Pastoral Leadership and Administration**

This course focuses on the formation of vision and competency in fulfilling the role of pastoral leadership so that a unity is achieved between the pastor's doing and being. The development of administrative skills in keeping with the theology and polity of The United Methodist Church is addressed.

**Course Objectives**

- Examination of the nature of the leadership in the context of the church specifically as it relates to pastoral leadership.
- Exploration of the nature of the Church and the core mission and values that evoke certain leadership approaches, administrative activities, congregational structures, and reflection criteria.
- Engagement with models of planning, coordinating, decision-making, conflict and problem solving, and evaluation in the church setting.
- Development of skills for and understanding of the dynamics of small church and multiple charge settings.
- Enhancement of awareness and application of United Methodist structures, administrative expectations, and leadership opportunities.

**A. Books**

**Required Texts**

Dudley, Carl S. *Effective Small Churches in the Twenty-first Century*. Abingdon, 2003. ISBN: 0687090903.

Everist, Norma Cook. *Church Conflict: From Contention to Collaboration*. Abingdon, 2004. ISBN: 0687038014.

Weems, Lovett H., Jr. *Church Leadership: Vision, Team, Culture and Integrity*. Revised Edition, Abingdon Press, 2010. ISBN: 9781426703027.

*The Book of Discipline of The United Methodist Church*, Nashville, TN: United Methodist Publishing House, 2008. ISBN: 9780687647859.

**Optional Texts**

Heuser, Roger and Norman Shawchuck. *Leading the Congregation: Caring for Yourself While Serving the People*. Abingdon, 1993. ISBN: 0687084202.

Hunter, James C. *The Servant: A Simple Story about the True Essence of Leadership*. Prima Publishing, 1998. ISBN: 0761513698.

## **B. Instructions: how to format your homework**

1. Read the pages, take notes and answer the questions completely in your own words, using complete sentences (unless otherwise noted). Do not quote extensively from the texts you read. Digest the ideas and information, and then put them in your own words.
2. Follow approximate length given for each item of written work.
3. Print your written work on 8½ X 11 white paper, one side only, double-spaced, with a one-inch margins all around. On computer use a 12-point font, either Times New Roman or Arial. One page equals approximately 250 words. If typewriter is your only option, use 10 pitch (pica), or 12 pitch (elite). Do not use script, condensed, or all caps print.
4. On each page of your work, include a header with your name, the class number, and the page number. Begin each numbered item on a new sheet of paper, writing that number at the beginning of your answer. Do not type the questions before your answers.
5. If you quote from a printed text, you must use quotation marks and note the source (including pages) in parentheses at the end of each usage. Quotations should never be more than a sentence or two long. Ideas and information should be stated in your own words, not in the words of the authors you have read. For assigned texts, you may abbreviate the titles by using the first letter of each word in the title. For example, if the source is Harper's Bible Dictionary, then use (HBD, p. 34-35). If you refer to books that are not listed on the class reading list, then you must give full bibliographic information. The Proper Citations page will give you more information about how to present bibliographic information in your work.
6. Staple all pages for each of course of each module together in a sequential manner, using one staple in the upper left-hand corner. Do not staple together papers for more than one course. Do not bind your homework or turn in 3-ring binders or plastic/paper report covers.
7. Add a title page to each course of each module that includes a) the name of the course, b) your name, and c) the date of the first day of class.
8. The due date for written work is listed on the homework main page. Late work is only accepted with prior approval of the Director of the Course of Study School.
9. Make a copy of your material and bring it with you for your own use during the school.

**NOTE:** Using other people's materials without documentation, whether from a book, journal, teacher, another student, sermon service, or lectionary aid, is unacceptable behavior. Such activity, otherwise known as plagiarism usually means failure for the course with notification sent to the Conference Course of Study Registrar and the Division of Ordained Ministry. Professors will report all instances of plagiarism to the Director of the Course of Study. The Director will arrange for a meeting with the professor and the student, and the student will be given opportunity to explain the situation. The Director in consultation with the professor will make a decision about what action is appropriate for a first instance of plagiarism. Such action

could include, rewriting the material, or failure of the course. A brief summary of the meeting will be prepared by the Director and placed in the student's file in the Course of Study Office and kept there until the student completes the Course of Study Curriculum. If a second instance of plagiarism is documented, the student will fail the course and the Director will determine what other consequences may apply.

### **C. Assignments**

1. Before you read any of the texts, write down your current understanding of pastoral leadership and administration. List current issues and questions about church leadership and administration that are concerns for you. (1 page)
2. After reading Weems' entire book:
  - a. Write an overview on "church leadership – a vital role of my ministry." (1 page)
  - b. Go to the exercises at the end of chapters 2-5 and provide a brief summary of the responses. (1 page for each chapter - 4 pages total)
3. After reading Everist, chapters 1-12:
  - a. Summarize your understanding of the nature of conflict (images, types, patterns, history, roles) and possible responses to conflict. (2 pages)
  - b. Describe an experience of conflict in your church. How was it resolved? After reading Everist, would you handle the same situation differently? Why or why not? (2 pages)
4. After reading Dudley, all chapters, identify the three major units of the book and dedicate one page (1 page) to each unit describing the key assets of small churches. Include at least one paragraph for each unit that reflects examples of these assets in a church you serve. (3 pages total)
5. Describe, analyze and evaluate a significant meeting which actually happened in your ministry setting. (2 pages) Include the following:
  - a. What was the leadership preparation required on your part?
  - b. What was the purpose of the meeting and how did it fit the mission of that church or place of ministry?
  - c. What role of leadership did the chairperson or leader take?
  - d. How was the meeting "led?"
  - e. What were the results of the leadership provided for this meeting?
  - f. Was the meeting conducted in good United Methodist tradition and in accordance with the intent of the United Methodist Discipline?
6. Read the paragraphs relating to the local church organizational structure in the 2008 Book of Discipline and note the possibility of organizing your church by combining or expanding organizational structure. Describe the current organizational structure of your church/es and analyze its effectiveness. Develop a plan for a new or revised structure which you believe would increase effectiveness. What is your rationale for the change(s)? How will you present this to your congregation and D.S. for consideration? (2 pages)

7. Using as resources, all of your texts for this course as well as The Interpreter, denominational mailings, conference mailings and materials, and other resources of the church, develop an event/retreat for your church that will help the congregation consider, develop, and decide on its mission and focus for ministry in the next year. (Important: this is to be a **ministry planning experience**, not a youth retreat, marriage enrichment weekend, or an event with any other focus.) Outline a detailed plan (5 pages) which shows:
- a. What you expect should be achieved through the planning experience?
  - b. Who should or will be involved?
  - c. What information will and resources will you need to gather ahead of the event?
  - d. What are the characteristics of the leadership approach for the context of this congregation?
  - e. What is the best setting for this event? Why?
  - f. How much time you will need and how will you use the time?

#### **D. Grading System**

Grading Standards:

A=exceeds expectation for Course of Study), B= expected quality for COS, C=passing work but not of expected quality, D=unacceptable quality (no credit), F = fail.

Your final grade will be calculated as follows:

- 50 % from the written work from the pre-session reading and assignments
- 30 % from written material submitted during the course
- 20 % from class participation and attendance

**E. HOMEWORK DUE DATE: please refer to the English Homework page.**