



Course Syllabus

Section 1: Course Information

Format

Eight weeks.

Course ID

PMIN 4323

Course Title

Church Business Administration

College

College of Christian Ministry and Religion

Prerequisites

None

Credit Hours

3

Instructor

See the online course in MyFIRE for instructor contact information and availability.



Course Description

A study of the various areas of pastoral responsibilities including board administrations and organizations, committee organization, leadership training, budgeting, financing, planning, auxiliary organizations and their relationship to the total church program. This course requires careful study of reflection upon the appropriate Biblical texts.

Course Overview

This course is designed to introduce you to the vast field of church administration and familiarize you with some of the major operational issues in the effective church ministry. You will be challenged to assess your present understanding of administrative procedures and to expand that level of understanding to allow for an increased capacity of competence. Aspects of consideration include: leader credibility, staffing, budgeting, time management, and stewardship as well as several other elements of leader-member interactivity. A Biblical perspective of the principles and importance of effective administration is emphasized throughout the course.

May God give us wisdom and strength for our study and for our task of faithful service in our faith communities.

SEU Mission and Vision Statements

Mission Statement

Equipping students to discover and develop their divine design to serve Christ and the world through Spirit-empowered life, learning, and leadership.

Vision Statement

Southeastern University is anchored by Spirit-empowered education in a Christ-centered, student-focused learning community. Southeastern's global impact is marked by a deep commitment to transforming minds and engaging culture through the integration of faith, learning and service. Each student's divine design is nurtured and unleashed through the investment of faculty and staff, relationships within the community, the rigor of scholarship, diverse learning experiences and the discipline of spiritual formation, which propels students into a lifetime of serving the world in the Spirit of Christ.

In addition to our mission and vision statement, we hold fundamental truths about the Christian faith that include the following:

- The Scriptures are inspired by God and declare His design and plan for mankind.
- There is only one true God who is revealed in three persons: Father, Son and Holy Spirit (commonly known as the Trinity).
- Jesus Christ, as God's son, was both fully human and divine.

We are proud of our affiliation with the Assemblies of God and our Pentecostal tradition. We are also proud to be a welcoming community for



students from all Christian backgrounds and denominations. Our campus includes many Baptists, Presbyterians, Methodists, etc., as well as nondenominational students. Everyone shares a strong commitment to knowing Christ and making Him known, and we celebrate our theological similarities while appreciating our differences.

Refer to [Human Sexuality](#) for additional details related to What We Believe.

Title IX Statement

Southeastern University is committed to creating an environment for every student to thrive academically spiritually and socially. An aspect of creating this culture is providing avenues for students to discuss and report any activity that may compromise this commitment.

Under a federal law known as Title IX, "no person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance" (Title IX of the Education Amendments of 1972).

While students should feel comfortable approaching faculty with issues they may be struggling with or concerns they may be having, students should know that all faculty and staff are required to report certain information about Sexual Misconduct and certain crimes to University administration, in order to help keep the University community safe, and to connect students to all of the resources and reporting options that are available.

For example, if you inform faculty or staff (in private or during class discussions) of an incident of Sexual Misconduct, that individual will keep the

information as private as possible, but is required to bring it to the attention of the institution's Title IX Office. If a student would like to talk to the Title IX office directly, they can do so by e-mail at smpowell@seu.edu, by phone at 863-667-5236, or in person at Pansler U225. For more information about Title IX reporting options at Southeastern, please go to: <http://www.seu.edu/titleix>.

If you are struggling with an issue that is traumatic, unusually stressful, or results in disruptive behavior, faculty and staff will likely inform the Care Team. If students would like to reach out directly to the Care Team for assistance, they can do so at the Campus Counseling Center (<http://myseu.seu.edu/services/counseling-health-wellness-services/seu-care-team/>) located in Health Services in Smith Hall, by phone at 863-667-5205, or by e-mail at care@seu.edu.

Course Materials

1. Gangel, Kenneth O. Feeding & Leading: A Practical Handbook on Administration in Churches and Christian Organizations. Grand Rapids, Mich: Baker Books, 2000.
2. Pollock, David R. Business Management in the Local Church. Chicago: Moody Press, 2001. Required and optional textbooks are accessed and ordered through [SEU's bookstore](#).

Disclaimer: The resources utilized in this course provide information, thoughts and insights that should encourage critical thinking on the part of the student. Please note as well that as an Assembly of God institution, Southeastern University does not necessarily endorse specific personal, religious, philosophical, or political positions found in these resources.

Course Topics

The purpose of this course is to introduce, reinforce, and measure learning on the following topics:

1. The importance of administration in church contexts
2. Leader credibility
3. Budgeting
4. Church finances
5. Stewardship
6. Etc.

Intended Learning Outcomes

As a result of reading, study, and assessments in this course, the student should be able to:

1. Comprehend an overall knowledge of the biblical basis of church business administration and financial stewardship.
2. Analyze various aspects of committee formation and board operations and responsibilities.
3. Evaluate the issues of budget development, planning, church financing, and fundraising.
4. Understand the importance and implementation of leadership training.
5. Apply the theories of Church Business Administration to a specified context for planning and evaluative purposes.



Key Performance Indicators

Students who successfully complete this course will demonstrate their learning through performance-based activities and assessments.

Successful students will:

1. Explain the biblical and theological foundations of church administration.
2. Describe various aspects of administrative oversight in the local church.
3. Identify the critical elements of administration in an organization attempting to fulfill Christian ministry.
4. Explain the correlation between organizational structure and administrative procedures.
5. Demonstrate understanding in the importance and behavioral characteristics of leader credibility.

Section 2: Course Policies

Grading Scale

The university's general grading scale is provided in the Academic Policies and Procedures section of the [Southeastern University Catalog](#). All online courses use the following scale:

A	94 – 100%
A-	90% to 93%
B+	87% to 89%
B	84% to 86%
B-	80% to 83%
C+	77% to 79%
C	74% to 76%
C-	70% to 73%
D+	67% to 69%
D	64% to 66%
D-	60% to 63%
F	0% to 59%



Late Work

It is extremely important that all assignments be submitted by the specified due date. Late work WILL NOT be accepted except in emergency situations or as preapproved by the professor.

Extra Credit

None Accepted

Class Participation

Students are required to login regularly to the online course. The instructor will monitor student activity and participation through MyFIRE. Students are also required to participate in all class activities such as discussion board posts and responses, chat, or conference sessions and group projects.

Official Email

You are expected to check your SEU webmail account **daily** during the course term. All written correspondence between instructor and student must be handled through the SEU email system.

MyFire Use

Please, make it a habit to always check your MyFIRE account as messages; assignments, grades, and other important related materials may be posted. It is the student's responsibility to check grades and notify your instructor if you have questions.



Technical Difficulties

Southeastern University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty that prevents students from completing a time-sensitive activity or assessment, students should report any problems to the instructor and also contact the 24x7 MyFIRE Support Center via the link provided.

Be sure your computer system complies with all SEU Technical Requirements. These requirements are listed within MyFIRE and a Browser Checker is provided to ensure the browser you are using is compatible with MyFIRE.

Technical Support

- Phone: (800) 985-9781
- Email: support@learninghouse.com



Disability Statement

Southeastern University is committed to the provision of reasonable accommodations for all students with learning and/or physical disabilities, as defined in Section 504 of the Rehabilitation Act of 1973 and with the American with Disabilities Act (ADA) of 1990. This legislation guarantees educational rights for the physically and learning disabled.

Students with medical diagnoses that qualify them for accommodations must contact ADA services at (863) 667-5283, or e-mail ADAservices@seu.edu. Once medical documentation is provided and a confidential consultation is completed, the student will then be responsible to provide the director of academic and auxiliary services with a list of his or her current professors and their e-mails.

Contact with the Office of Academic and Auxiliary Services is mandatory for each new semester. For more information, visit the SEU [students with disabilities](#) page on our website.



Academic Honesty

Plagiarism is considered a serious academic offense at Southeastern. It undermines the educational process and, when done intentionally, violates the integrity of the community.

*Plagiarism occurs when a writer uses someone else's language, ideas, or other original material without acknowledging its source.**

Plagiarism includes unattributed use of any source, in any medium, published or unpublished.

Examples of plagiarism include:

- Quoting or paraphrasing material without attributing it to its source
- Copying segments from the work of others without giving proper credit
- Submitting as original work written entirely by someone else

Widely known facts do not require citation and do not count as plagiarism so long as they are communicated in the writer's own words. Ideas and observations original to the writer also do not require citation.

Work already submitted for a grade in another course may not be resubmitted unless the professor specifically states otherwise.

For more information, visit the SEU [Plagiarism page](#) on our website.

Course Evaluation

In order to help us to assess the effectiveness of our courses and instructors, please complete the course evaluation. **If you receive a course evaluation for this course, you are required to complete it.**

Official Withdrawal

To officially withdrawal from this course you must consult the Registrar's Office for details.

Netiquette

General Rules of Netiquette

- Make your messages easier to read by making your paragraphs short and to the point.
- DO NOT SHOUT BY TYPING IN ALL CAPS.
- Utilize humor in appropriate forms. Avoid hostile, abusive, libelous, or rude comments. No vulgar, sexist, racist, biased, or other objectionable language will be tolerated.
- Reinforce others in the course (e.g., "Good presentation!" or "Thanks for the feedback."). Valid criticism is acceptably expressed in the form of thoughtful alternatives. Do not insult or "flame" others.
- Think twice and send once. The old carpenter adage to measure twice and cut once holds great value here. Once you send something not well-thought out you will find it difficult and time-consuming to recover. Think about what you want the group and the professor to think about you.

- Use spell-check and grammar-check. The little errors commonly accepted in email or text-messaging with friends and family are distracting and inappropriate in a college discussion forum.
- In an online discussion forum, debate is welcome, but be tactful in responding to others. Remember that there's a person (or a whole class) at the receiving end of your post.
- If you quote a previous post (by using the reply function for example), quote only enough to make your own point.
- If you want to get in touch with only one person in the class, send a message to that individual's e-mail address, not to the entire discussion list.

Section 3: Course Schedule

The **Course Schedule** provides a listing of your work in this course. The assessments are listed by week and include the due dates and point values.

Note: Assignments are due by 11:59 p.m. EST on the due date, unless otherwise noted.

Withdraw: The last day to withdraw from this course is the last day of Week 5.

Week 1: *1/11/17 – 1/17/17*

Aim

Be sure you read the learning outcomes that your instructor has set for this week and then do your best to accomplish them.

- Pre-class preparation
- Importance of church administration

Learn

This section lists all your reading assignments and may include additional resources that your instructor is providing to help you complete the activities and assessments for the week.

- View: PPP: Church Business Administration: Some Basic Considerations
- Read:

- Pollock – Introduction
 - Chapters 1-4
 - Gangel – Introduction
 - Chapter 1
- Note significant points from PPP and readings

Apply

Now you're ready to demonstrate your learning for the week. The items below are those on which you'll be graded this week and may include discussions, activities, assignments, quizzes, exams, and projects.

- DF: Submit an initial post to introduce yourself to the group. You should include your name (what you want to be called), family info, job info, interests, etc.
- DF: Respond to others in the class as we “get to know each other”
- DKWK1: Post responses to Question 1 related to the importance of administration in the church context
 - Due: Tuesday
 - Points: 5



Week 2: 1/18/17 – 1/24/17

Aim

- Leader Credibility

Learn

- View: PPP: Leader Credibility
Note: This PPP has audio overlaid. To access the audio simply double-click on the "speaker" icon located on the slides
- Read: Gangel - Chapters 2-3
- Note significant points from PPP and readings

Apply

- DKWK2: Post responses to Question 2 related to credibility in leadership
 - Due: Tuesday
 - Points: 5
- Website article write-ups are due by 11:55 PM on the last class day of this week
 - Due: Tuesday
 - Points: 10



Week 3: 1/25/17 – 1/31/17

Aim

- Excellence in administration

Learn

- View: PPP: Deming Comes to Church (slides 1-14)
Note: This PPT has audio overlaid. To access the audio simply double-click on the "speaker" icon located on the slides
- Read: Gangel - Chapters 13-17 (two weeks)
- Note significant points from PPT and readings

Apply

- DKWK3: Post responses to Question 3 related to the first seven Deming principles and church administration
 - Due: Tuesday
 - Points: 5



Week 4: 2/1/17 – 2/7/17

Aim

- Excellence in administration (cont.)

Learn

- View: PPP: Deming Come to Church (slides 15-21)
Note: This PPP has audio overlaid. To access the audio simply double-click on the "speaker" icon located on the slides
- Read: Gangel - Chapters 13-17 (cont. from last week)
- Note significant points from PPP and readings

Apply

- DKWK4: Post responses to Question 4 related to the last seven Deming principles and church administration
 - Due: Tuesday
 - Points: 5



Week 5: 2/8/17 – 2/14/17

Aim

- Responsible stewardship

Learn

- View: PPP: Resourcing the Kingdom (slides 1-13)
Note: This PPP has audio overlaid. To access the audio simply double-click on the "speaker" icon located on the slides
- Read: Pollock - Chapters 5,8,9
- Note significant points from PPT and readings

Apply

- DKWK5: Post responses to Question 5 related to real stewardship of God-given resources
 - Due: Tuesday
 - Points: 5
- Begin to research and prepare initial budget considerations



Week 6: 2/15/17 – 2/21/17

Aim

- Responsible stewardship (cont.)

Learn

- Review: PPP: Resourcing the Kingdom (slides 1-14)
Note: This PPP has audio overlaid. To access the audio simply double-click on the “speaker” icon located on the slides
- Read: Pollock – Chapters 6,7,11
- Note significant points from PPP and readings

Apply

- DKWK6: Post responses to Question 6 related to good stewardship practices
 - Due: Tuesday
 - Points: 5
- Continue research and preparation of budget
- Prepare initial questions for interview



Week 7: 2/22/17 – 2/28/17

Aim

- Manipulation, Motivation, Evaluation

Learn

- View: PPT: Resourcing the Kingdom (slides 15-19)
Note: This PPP has audio overlaid. To access the audio simply double-click on the "speaker" icon located on the slides
- Read: Gangel - Chapters 10,11,19
- Note significant points from PPP and readings

Apply

- DKWK7: Post responses to Question 7 related to motivation vs. manipulation in church leadership
 - Due: Tuesday
 - Points: 5
- Budget is due by 11:55 PM on the last day of this class week
 - Due: Tuesday
 - Points: 20
- Complete questions and conduct interview



Week 8: 3/1/17 – 3/7/17

Aim

- Recruitment and retention

Learn

- View: PPT: Resourcing the Kingdom (slides 20-21)
- Note: This PPP has audio overlaid. To access the audio simply double-click on the “speaker” icon located on the slides
- Read: Gangel - Chapters 8-10
- Pollock – Chapter 15
- Note significant points from PPP and readings

Apply

- DKWK8: Post responses to Question 8 related to recruiting and retaining workers
 - Due: Tuesday
 - Points: 5
- Interview is due by 11:55 PM on the last day of this class week
 - Due: Tuesday
 - Points: 30
- All assignments must be in to the professor by 11:55 PM on the last day of class.

Section 4: Assessments

Written Assignments

Description

Forty percent of your grade will be based on the satisfactory completion of two written assignments:

1. Websites reports: 10%

Students shall search the internet for sites related to issues of church administration. From the numerous sites found, choose **FOUR ARTICLES** from **FOUR DIFFERENT WEBSITES** to summarize and critique. This summary/critique should include the main emphases of the article and the students' personal interaction with them. Each summary is to be approximately two pages in length (Times Roman – 12-point font).

DUE DATE: End of second week of class.

2. Interview: 30%

Conduct an interview with someone presently serving in the capacity of church administration (pastor, youth pastor, church administrator, etc). Questions for the interview are to be constructed from topics found in the assigned texts and dialogue discussions and should be extensive enough to allow for a one-hour interview session. The interview is to be summarized into a paper 6-8 pages in length (double-spaced; Times Roman 12-point font). The paper is to include:

- a) The date, time, and length of the interview,

b) The title of the person interviewed (names may be included but should most likely be left out for confidentiality purposes),

c) The specific questions asked during the interview, and

d) The "substance" of the answers given by the interviewee.

DUE DATE: No later than the last day of the course.

Total Possible Points

40

Grade Weight

40%



Discussions

Description

Active Discussion Participant: Forty percent of your grade will be based on individual weekly participation. You are expected to be prepared to discuss how the principles presented relate to effective church administration. You may also wish to express how the principles being considered have affected your personal life and how you should apply these principles to those in your sphere of influence. Post your answers weekly to the Discussion Board. Each answer should not exceed 200 words in length.

When we are using the Discussion Board to dialogue, you are expected to offer three (3) well constructed postings for each discussion forum. These



postings should be a maximum of 200 words in length and contain references from both the assigned texts and the scripture to substantiate your thoughts. Of the three posts you offer, one (1) should be posted as a “new thread” within the forum while the other two (2) should be posted as responses to the entries of your colleagues and the professor.

Since dialoguing about a subject is critical and the timing of that dialogue “makes or breaks” the discussion, posting should begin early in the assigned week to allow ample time for interaction. Participants entering all posts on the same day and particularly on the last day of the week will receive a significant grade reduction for the discussion board of that week.

DUE DATE: End of each week of class.

Total Possible Points

40

Grade Weight

40%



Church Budget Project

Description

Twenty percent of your grade will be based on the development and completion of a one year budget for a local congregation. This church consists of 180 attendees on Sunday morning and has an income of \$200,000.00 for the year. Critical budgetary considerations such as church location, demographics, mission, vision, strategy, facilities, etc. must be included in the presentation to justify line item expenditures (you can't develop a realistic budget without knowing where and who you are and expect to become!). These considerations are left up to the participant to determine.

This will serve to be a very useful exercise for future ministry and is designed to help us see the necessity in matching the budget to a specified locale and mission/vision while struggling with "stretching" the finances to support various departmental needs and requests. The budget needs to be submitted in a form that would be user-friendly for presenting it to a local congregation for approval.

DUE DATE: End of the seventh week of the course.

Total Possible Points

20

Grade Weight

20%

Section 5: Selected Bibliography and Web Resources

Alcorn, Randy. Money, Possessions and Eternity. Wheaton, IL: Tyndall House Publishers. 1989.

Biehl, Bobb and Engstrom, Ted W. Boardroom Confidence. Sisters, OR: Questar Publications, Inc., 1988.

Bloss, Julie. The Church Guide to Employment Law. Matthews, NC: Christian Ministry Resources, 1999.

Blue, Ron. Master Your Money. Nashville: Thomas Nelson Publishers, 1991.

Burkett, Larry. Crisis Control in the New Millennium. Nashville: Thomas Nelson Publishers, 1999.

Burkett, Larry. Your Finances in Changing Times. Chicago, IL: Moody Press, 1993.

Drucker, Peter F. Managing the Nonprofit Organization. New York, NY: HarperCollins Publishers, 1990.

Editors of Rodale Press: Cut Your Spending in Half Without Setting for Less. Emmaus, PA: Rodale Press, 1994.

Ellis, Junius. Your Top Investing Moves for Retirement. New York: Money Books, 1997.

Epstem, J. David. Clergy Tax, Ventura, CA: Regal Books, 2000.



Hammer, Richard R. Church & Clergy Tax Guide, 2001 Edition Matthews, NC: Christian Ministry Resources, 2001.

Hammer, Richard R. Pastor, Church and Law. Matthews, NC: Christian Ministry Resources, 2000.

Kouzes, James M., & Posner, Barry Z. Credibility. San Francisco: Jossey-Bass, 2003.

McFarland, Lynne J., Senn, Larry E. and Childress, John R. 21st Century Leadership-Dialogues With 100 Top Leaders. New York: Leadership Press, 1993.

Migliore, Stevens, Loudon. Church and Ministry Strategic Planning. Binghamton, NY: The Haworth Press, Inc., 1994.

O'Neil, William J. 24 Essential Lessons for Investment Success. New York: McGraw-Hill, 2000.

Sorenson, Stephen and Amanda. Living Smart, Spending Less Workbook. Chicago: Moody, 1994.

Journals/Magazines

Better Investing. National Association of Investors Corporation, P.O. Box 220, Royal Oak, MI 48068.

Church Law & Tax Report. Christian Ministry Resources, P.O. Box 1098, Matthews, NC 28106.



Church Treasurer Alert. Christian Ministry Resources, P.O. Box 1098, Matthews, NC 28106.

Clergy Finance and Tax. Ministers Life Resources, 3100 West Lake Street, Minneapolis, MN 55416.

Financial World. 1328 Broadway, New York, NY 10001.

Fortune. Time, Inc., Time & Life Building, Rockefeller Center, New York, NY 10020.

Journal of Accountancy. American Institute of Certified Public Accountants, Inc., 201 Plaza III, Jersey City, NJ 07311

The Kiplinger Tax Letter. The Kiplinger Washington Editors, 1729 H Street, N.W. Washington, DC 20006-3938.

Ministries Today. Strang Communications, 800 Rinehart Road, Lake Mary, FL 32746.

Money. Time, Inc. P.O. Box 61790, Tampa, FL 33661-1790.

NACBA Ledger. National Association of Church Business Administration, 100 N. Central Expy., Suite 914, Richardson, TX 75080.

Straight Talk on Your Money. Phillips Publishing Company, 7811 Montrose Road, Potomac, MD 20854

Tax Hotline. Boardroom, Inc., Box 2614, 55 Railroad Avenue, Greenwich CT 06836.



U S News & World Report. 2400 N. Street. N.W. Washington, DC 20037.

Worth Financial Intelligence. Capital Publishing, 575 Lexington Avenue, New York, NY 10022.

Your Money. Consumers Digest, 5705 South Lincoln Avenue, Chicago, IL 60659.

Websites:

These sites can be immediately accessed by right-clicking on the link and choosing "open hyperlink":

www.crown.org

www.churchbusiness.com

www.ag.org

www.stewardship.org

www.churchexecutive.com

www.betterbudgeting.com

Appendix A: Discussion Forum Rubric

Discussion Grading Guidelines					
Category	2	1.5	1	0	Score
Content of posts	Postings include ideas of presenter and are strongly substantiated by quotes from texts and scriptural references	Postings include ideas of the presenter and include some references from texts and scripture.	Postings show ideas of the presenter but are not sufficiently undergirded by text or biblical support.	Inadequate presentation of ideas for week's topic	
Number of posts	All three required posts (1 original; 2 responses) submitted	Two of three required posts submitted	One of three required posts submitted	No postings submitted in timeframe for the week's interaction	
Frequency of posting	n/a	n/a	Posts submitted throughout the discussion week (not all in one day and/or at the very end of the week)	No postings submitted in timeframe for the week's interaction	
Weekly Discussion Total					

Appendix B: Budget Grading Rubric

Budget Grading Guidelines					
Category	10	6	4	0	Score
Required budgetary elements included	Good thought and clear documentation of location, demographics, mission, etc. is represented	Most required elements included but some critical considerations and/or documentation missing	Some required elements included but weak in amount, content, and/or documentation	Inadequate inclusion of required elements for budget construction	
Distribution of funds and alignment with other pertinent considerations	Funds distributed appropriately and in alignment with specific church considerations	Funds distributed correctly but missing some elements of alignment derived from specific church considerations	Little thought given in the distribution of funds and the alignment of these with local considerations	Number may or may not be “crunched” correctly and show no attempt to correlate distribution with proposed local specifics	
Total					

Appendix C: Interview Grading Rubric

Interview Grading Guidelines					
Category	10	7.5	5	0	Score
Content of Interview	Thoughtful questions and interaction with interviewee evident allowing for an in-depth learning experience	Questions are good but too limited in scope or less substantive than desired for full benefit	Questions lack thoughtful and pertinent content or ample interviewer interest	Interview is not submitted or shows no real regard for the specifics of the assignment	
Submission of interview	Format of submission is well designed allowing for clarity in and reader understanding of the summary of principles gained	Summary of thoughts is present but could be better organized for reader clarity and understanding.	Summary very scattered with little flow of information and clarity of summarization	No submission of the interview assignment	
Required documentation of interviewee position, interview time, etc.	Interviewee is appropriate for the project and all required introductory information is included	Interviewee is appropriate for the project but some required interview introductory information is missing	Interviewee in occupying a position but is not well qualified to answer questions. Introductory information is sparse not allowing a good evaluation of the appropriateness of the interaction.	No information provided relative to the interviewee, time, etc. of the interview project.	
Total					