

Church Administration as Ministry FT-2820

Course Syllabus: A Living Document

SKSM Spring 2020- taught as a SKIL

Catalogue Summary: Ministry is relational. This is crucial in all areas of parish administration—budgets, pledge drives, fundraisers, building campaigns, staff supervision, volunteer support, facilities, safety, long-range planning. We will consider ministerial balance and boundaries. What is the pastor's role? Where to prod and when to defer to lay leaders? When to hold a program or a committee together or let it fall apart? How to hire staff and what to pay? We will interview some experts (who learned the hard way). In discussions and papers, we will reflect on articles, books, case studies, videos, sermons and presentations based on your needs, goals and gifts. Open to UUs and other students on an ordination track, **though as a SKIL in 2020, this is limited to three students.**

Meeting Dates and Times

Mondays, 9:40 a.m.-12:30 p.m., Feb. 3-May 6, 2020. No class Feb. 17 holiday or March 23 (reading week). **Other schedule changes to be arranged between SKIL students and instructor.** Instructor available by appointment for meetings in person, online or by phone.

Instructor

Rev. Roger D. Jones, D. Min., M. Div., M.B.A.

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Ministries: Senior Minister (2014-present) and Associate/Family Minister (2008-13), Unitarian Universalist Society of Sacramento. Interim Minister (2007-08), Minnesota Valley UU Fellowship, Bloomington, MN. Parish Minister (1997-2007), UU Fellowship of Sunnyvale, CA. Student Minister (1996-97), First Unitarian Church of Hobart, IN. Ministerial Intern (1995-96) at First Unitarian Church in New Bedford, MA, *and* UU Congregation of South County, RI. *Lay positions* (partial): Board Chair (1991-93), Second Unitarian Church of Chicago. Board Secretary (1987-88), Abraham Lincoln Congregation, Unitarian Universalist, Springfield, IL.

Course Description

This course covers topics of local church administration and the role(s) of ministerial leadership in areas of finances, fundraising, staff supervision, volunteer support, and facilities. Format includes lectures, discussion of readings, in-class exercises, guest speakers, reflection papers, Moodle forum participation, a sermon, and a student presentation on a chosen project. Advance permission to register is required in order for the instructor to understand the background, experiences, goals and needs of the students before the course begins.

~~Maximum 7 online participants; maximum 16 students in class.~~

Learning Objectives

During this course students will learn about ministerial leadership and pastoral relationships as they pertain to parish administration, including budgeting and staff compensation, fundraising, generosity and stewardship, congregational dynamics and crises, staff recruitment and supervision, congregational safety, and the importance of a clear mission for a church.

Learning Outcomes

By the end of this course, students will be able to

- read and interpret church budgets—and to ask good questions to help others understand.
- speak about stewardship in a religious community and know their own “asking profile.”
- understand and describe how capital campaigns and annual fundraising drives operate.
- speak knowledgeably about and find printed and online resources to aid in hiring and compensating staff and find resources for leading employees and volunteers.
- observe and assess a congregation as a system with its own history, culture and dynamics.
- articulate an understanding of conflict management and obstacles to healthy organizational functioning; understand leadership dynamics in a church with a history of misconduct by previous clergy or other people in power.
- articulate and anticipate the challenges clergy or lay leaders of color encounter and respond to in a congregation of the dominant culture.
- articulate the role of a church mission and a pastor’s vision in successful administration.
- describe how the minister’s role differs among pastoral, program and corporate churches.
- articulate their own strengths, weaknesses and areas for growth regarding leadership in ministry, including how to receive and integrate complaints and criticism.
- reach out to colleagues to give and receive support regarding the demands, tradeoffs and benefits of attending to parish administration as relational ministry and as leadership.

Course Policies:

Learning depends on engagement with the readings and other assignments and with one another as colleagues. Hence, attendance and participation are crucial. Maximum two absences to pass the class. Revised deadlines for late papers/projects must be requested in advance; no more than two assignments may be late. (This reflects the busy pace of parish life.) Students, guests, and the instructor will honor the professional guidelines and covenants of their respective ministerial or denominational bodies, as well as GTU & SKSM policies. Students will not record speakers or violate confidentiality of speakers who offer stories and examples from their own ministries.

Requirements:

1. Attendance and participation in class; maximum two absences to pass the course. Demonstrated knowledge and engagement with themes from the readings. Questions prepared for guest speakers or discussion of readings. Completion of in-class exercises even if you are absent--budget worksheet, online assessment of your “asking profile,” etc.
2. Introductory Moodle essay (250 words) on background and experience regarding church or other administration, your goals and wishes regarding this course topic, and the gifts you bring.
3. A number (TBD) of Moodle forum reflections (300-350 words, posted by Friday 8 PM) on assigned readings and responses to the other students’ postings (by Sunday 8 PM).
4. One sermon (15-20 mins.) on money and/or stewardship or a topic to be negotiated.

5. A final project of your choosing (10 pages double spaced or equivalent, with class presentations in April). *Some examples to consider for your proposal:*
- A case study for discussion and collegial engagement in class and written questions for reflection: thick description of context and its history, summary of key players in the crisis, description of how leadership was shown, summary of some events and actions taken and open questions for moving ahead as a church.
 - Brief study of a congregation or institution with a clergy leader. Interview minister(s), attend 2-4 services, visit at least 2 board, staff or administrative committee meetings, write your observations of the administrative style and structure; with empathy write about strengths, successes, tensions and challenges in the congregation; provide questions or prompts for class.
 - Prepare and lead a 60-minute session on a topic related to church administration topic not covered in the syllabus; include timely printed and online resources to support your colleagues and offer some questions for reflection. If we have a smaller class, there will be more time for fruitful discussion of each presentation.

Required Reading (books on GTU reserve or by purchase in print or as e-books)

NOTES: ** means UUA MFC required reading list; * means an MFC required reading option.
Students from other traditions may propose comparable works as relevant alternatives.

Books

**Child, Barbara, and Keith Kron. *In the Interim: Strategies for Interim Ministers and Congregations*. Second ed. Boston, 2017: Skinner House Books. ISBN 1-5699-207-9 e-book \$7.99; print \$17.00 (Read especially ix-12, 25-36, 205-230).

**Hotchkiss, Dan. *Governance and Ministry: Rethinking Board Leadership*. Second ed. Lanham, Md., 2016: Rowman & Littlefield. ISBN 978-1566997393 paper \$20; e-book \$15.19. Useful to many denominations. (Selected chapters to be assigned.)

*Heifetz, Ronald, and Marty Linsky. *Leadership on the Line: Staying Alive through the Dangers of Leading*. Second ed., new preface. Cambridge, 2017: Harvard Business Review Books. E-book (2017 only) \$19.84 e-ISBN: 978-1-63369-284-8. Used copies of 2002 edition (an MFC requirement option) start at \$4; print 2017 edition is \$24.25 978-1-63369-283-1

Jones, Roger D. "From a Culture of Conflict to a Renewal of Covenant: A History of the Unitarian Universalist Society of Sacramento." DMin diss., Pacific School of Religion, 2017. We will discuss several chapters of this congregational study at the first session! Free access; available bound at GTU Library and online:
<http://www.uuss.org/wp-content/uploads/2014/05/Diss-for-Print-Roger-Jones-04-14-2017.pdf>

Mann, Alice. *The In-between Church: Navigating Size Transitions in Congregations*. 1998.

Herndon, Va.: Alban Institute (last reprinted 2002). ISBN 1-5699-207-9 \$8.72 to \$17.00; \$19.00 e-book. Many used copies sell for approx. \$5.00; instructor owns a few also.

*Rahnema, Mitra, ed. *Centering: Navigating Race, Power and Authenticity in Ministry*. Boston, 2017: Skinner House Books, Unitarian Universalist Association. ISBN 978-1-55896799 \$18 paperback; \$10 e-book. *This is too new to be on the MFC required reading list, but it should be added. Selected chapter to be assigned and additional ones may be selected.

Rendle, Gilbert R., and Susan Beaumont. *When Moses Meets Aaron: Staffing and Supervision in Large Congregations*. Herndon, Va., 2007: Alban Institute. (ISBN 13: 978-1-56699-351-7 (2014 paperback edition. Lanham, Md.: Rowman & Littlefield. \$24 new; \$11 used ISBN 13: 978-1-56699-351-7 paper; \$13.20 e-book. At GTU library, but a good resource to own.

Twist, Lynne. *The Soul of Money: Transforming Your Relationship with Money and Life*. New York, 2017: W.W. Norton. ISBN 978-0-393-35397-6 Paperback new \$12.88; e-book \$8.91; many used copies. **SKIL students, we may add other options on the topic of money.**

Websites: Resources for Congregations

Alban Weekly, newsletter and weblinks from Alban at Duke Divinity School (in 2013 Alban Institute ceased operations as an independent consulting organization).
<https://alban.org/about-alban/alban-weekly/> (Free resource.)

“Becoming a Safer Congregation: A UU Guide to Effective Safety Policies and Practices,” by Kim Sweeney. Online handbook revised in 2018: <https://www.uua.org/safe/handbook>

“Communications & Media Tools,” “Finances & Fundraising,” “Ministers/Staff of Unitarian Universalist Congregations,” “Safe Congregations,” and other sections under the “Congregations” tab of website, Unitarian Universalist Association.
<https://www.uua.org/congregations> (Free resource.)

“Financial, Staff and Building Management,” under “Resources” tab of website, Massachusetts Conference United Church of Christ. <http://www.macucc.org/blogdetail/93120> (Free.)

Recommended Reading (or optional titles for student to propose as an alternate)

NOTES: ** means UUA MFC required reading list; * means an MFC required reading option
Students from other traditions may propose comparable works as relevant alternatives.

Bordas, Juana. *Salsa, Soul, and Spirit: Leadership for a Multicultural Age*. San Francisco, 2007: Berrett-Koehler Pub. ISBN 978-1-576-75-432-0 new pbk. \$5.13; audio & MP3 \$9.99.

**Commission on Appraisal, Unitarian Universalist Association. *Who’s in Charge Here? The Complex Relationship Between Ministry and Authority*. Boston, 2013: Skinner House Books, UUA. ISBN 9781558967083 \$12.00. Kindle e-book \$9.60.

Commission on Institutional Change, Unitarian Universalist Association. *Findings Related to the Southern Regional Lead Hiring Decision, Spring 2017* Links to the report, a video, and *UU World* magazine coverage at this article: [Read this: Commission releases report on hiring practices controversy," *UU World*, 4/19/2018.](#) This is likely to become MFC required reading in the future and is important for all of us to read in any case.

**Eller-Isaacs, Rob, and Laura Park, "Governance: The UU University Track," 2009 video webinars, <http://www.uua.org/governance/leadership/uuu/2009/governance> and <http://www.youtube.com/playlist?list=PL595550C19D720B2F>. (Free resource.)

brown, adrienne maree. *Emergent Strategy: Shaping Change, Changing Worlds* Chico, CA, 2017: AK Press. This book could be a good choice for a class discussion as a project.

Friedman, Edwin H. *A Failure of Nerve: Leadership in the Age of the Quick Fix*. New York, 2017, Church Publishing. ISBN: 978-1-59627-2798 \$24, (2007 edition less); e-ISBN 978-159-6272-804 \$9.75 Friedman is *highly recommended* for (and by) parish ministers.

*Hotchkiss, Dan. *Ministry and Money: A Guide for Clergy and Their Friends*. Only 134 pages! Lanham, Md., 2002: Rowman & Littlefield. ISBN: 978-1-56699-261-9 \$19/\$18 e-book.

Keller, Gary, and Jay Papasan. *The ONE Thing: The Surprisingly Simple Truth Behind Extraordinary Results*. Austin, 2013: Bard Press. ISBN 13: 9781885167774 \$24.95/\$17.95 used available at Powell's Books; \$9.60 Kindle.

Lewis, Jacqueline. *The Power of Stories: A Guide for Leading Multi-Racial and Multi-Cultural Congregations*. Nashville, 2008: Abington Press. ISBN: 978-0-687-65069-9 \$16.99.

Lovely, Brandoch. *A Machiavellian View of the Ministry: A Guide for Professional Leaders of Voluntary Organizations*. 1988. (Out of print; on reserve; excerpts will be handed out.)

**Religious Institute. Congregational Guidebooks (information and assessment of congregational safety regarding sexuality). <http://religiousinstitute.org/congregational-guidebooks/> NOTE: Link cited on the MFC appendix for required reading is not active.

Sinek, Simon, *et al.* *Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team*. New York, 2017: Portfolio/Penguin. ISBN: 9780143111726. \$20. The follow-up book to Sinek's 2011 best-selling leadership book *Find Out Why*.

*Unitarian Universalist Association. *The Growing Church*. Thom Belote, ed. Boston, 2010: UUA. Short essays by parish ministers in conversation on the dynamics of growth.

Vail, Tiffany. "Church Posts Poem on Website and Learns an Important Lesson in Copyright." September 3, 2013. Massachusetts Conference United Church of Christ. <http://www.macucc.org/blogdetail/93120>. (Free resource.)

The Vicar of Dibley. TV situation comedy. BBC One. 2010-2016. (Selected episodes or scenes from 20 episodes total.) <http://www.bbc.co.uk/programmes/b006qgfj/episodes/guide>

Wimberly, John W., Jr. *The Business of the Church: The Uncomfortable Truth that Faithful Ministry Requires Effective Management*. 2011. Herndon, Va.: Alban Institute. ISBN 9781566994040 \$19.49.

Websites: Leaders & Consultants—a partial list for students to augment

Center for Progressive Renewal. UCC-related, provides research and teaching on entrepreneurial ministry, church planting, church renewal and growth.
<http://www.progressiverenewal.org>

Mike Durall, Church and Synagogue Consultant, especially for stewardship and outreach

Dan Hotchkiss, Church and Synagogue Consultant, especially for governance
<http://danhotchkiss.com/>

Jacqui Lewis, author and Senior Minister, Middle Collegiate Church.
<http://www.jacquilewis.com/books/>

Dan Wunderlich, extension minister, blogger, coach, United Methodist pastor.
<http://defininggrace.com/blog/>

Notes: Reading load is heavier earlier in the course and lighter near the end! Discussion topics and guest speakers are tentative (based on last year); hence dates or names are subject to change.

Course Outline with Weekly Assignments

Feb. 2 Session #1 **Course overview and introductions.** What is ministry and what is “business” in church operations? Is a church a business? Leadership as ministry. Administration and relationship. Review of syllabus. Conversation about ministry given size and style differences in UU congregations with the Rev. Sarah Schurr, Congregational Life Staff, Pacific Western Region of the Unitarian Universalist Association (UUA).

SKIL students prepare to present your self-introduction: What is your background and your calling? What church administration topics are of special interest to you? What experience do you bring to it?
If you have trouble posting any assignment to Moodle, please let instructor know and email the assignment to rjones@uuma.org.

Feb. 10 abbreviated **Congregational sizes & leadership. Class from 11:00 a.m.-2:30 p.m.**
Reading: Mann, *The In-between Church*. Also: Child and Kron, *In the Interim* (read Sue Redfern-Campbell’s essay in this book).

Due: Moodle post on either *The In-between Church* or Alice Mann's *Raising the Roof* (this book is specific to the pastoral-to-program shift) with references to Redfern-Campbell is due by 5:00 p.m. Feb. 7 and comments on at least two of our classmates' postings by 8:00 p.m. Sunday, Feb. 9.

Feb. 17 **No class; Presidents' Day.** (see reading ahead for Feb. 23 and March 2)

Feb. 24 tentative **Money and stewardship. Pledge drives, capital campaigns, etc.**
Reading: a) Twist, *The Soul of Money: Transforming Your Relationship with Money and Life*. b) sermon by Roger Jones, "Money, Anxiety, and Abundance," <https://www.questformeaning.org/spiritual-themes/money-anxiety-and-abundance/> Due: Reflection paper on *The Soul of Money* (300-500 words) or another book agreed on by the class or the instructor's posted reflection questions. Register and do a brief "Find Your Asking Style Survey" on <https://askingmatters.com>. If you don't want to register, contact instructor for an alternate assignment. ~~Guest speaker 2018, 2019: Rev. Vail Weller, Director of Congregational Giving, UUA Stewardship & Development. Advance handouts posted:~~
<https://drive.google.com/drive/folders/1ZZnn2wWYvTAM-aHGr5hBRIPnL66R6rBr?usp=sharing>

March 2 **Conflict and Church Cultures and the Tools of Ministry**
Reading: Child and Kron, eds., *In the Interim* (especially pp. vii-36; 51-110; 151-166, 205-232; Keyes, Finkelstein, Pope-Lance, Smith), and one of the essays of Pope-Lance at <http://deborahpopelance.com/resources/>. I will post her essay on "Ethical Risks of Ministry" on Google drive. Bring two questions emerging for you from these essays.
Reading: Roger Jones, *From a Culture of Conflict to a Renewal of Covenant*, pp. i-iv and chapters 1, 4, 6, 8. Bring two discussion questions about this study, the congregation, or issues it raises, including questions for your own sense of ministry. See link to this PDF at bottom of this webpage: <http://www.uuss.org/who-are-we/uuss-history/>
Due: **Proposal or plan** (200 words) for your **final project** due by email by 11:00 p.m. Sunday. ~~Guest speaker 2018, 2019: Rev. Dr. Deborah Pope-Lance. Find the reading at <http://deborahpopelance.com/resources/>~~

March 9 tentative **Staying Centered for Adaptive Leadership**
Reading: Heifetz and Linsky. *Leadership on the Line: Staying Alive through the Dangers of Leading*. Second ed. Try to read the whole book, which is an option on the MFC reading list, but be conversant with the four strategies of leadership explained in the book in any case. *A journal article about this book is available online in the GTU Library, and the book is there too.* If you are remote, try getting the book through interlibrary loan or a used copy if you'd like to have one to keep.

Due: Moodle reflection post Friday night and comments on two other posted reflections (Sunday night) on the concepts/practices in this book.

March 16

Staff recruitment and supervision as leadership. Compensation.

Reading: Rendle and Beaumont, *When Moses Meets Aaron: Staffing and Supervision in Large Congregations*, esp. pp. 1-140) and Child and Kron, *In the Interim* (Richard Nugent and Heather Lynn Hanson, pp. 63-90.)

Due: **Moodle forum reflection** on the assigned chapters by Friday night; responses to at least two postings of your colleagues by Sunday night.

Confirmed guest speaker: Ms. Jan Gartner, Compensation and Staffing Practices Manager, Office of Church Staff Finances, UUA. Handouts and online resources on staff compensation etc. Possible one student project presentation.

March 23

No Class: Reading Week. See assignments due for March 30

March 30 tentative

Leadership and Authority in a Dominant-Culture Congregation

Reading due for discussion in class today: Rahnema, ed., *Centering* (pp. xi-11, 20-102, 127-184: Rahnema, Jackson, Albayati, Sinkford, Smith, Mishra-Marzetti, Bray McNatt, Morales, Caballero, LeFlore, Harper.)

Also: "[Commission completes review of hiring controversy, prepares for racism audit,](#)" by Elaine McArdle, *UU World*, 10/17/2018

This topic may be rescheduled depending on the availability of one or more guest speakers. Guest speaker in 2018, 2019: Rev. Abhi P.

Janamanchi, Senior Minister, Cedar Lane UU Church, Bethesda, MD. Due later this week: **Sermon text** (2,000 words manuscript preferred; alternate would be an outline plus a video of your delivery) (18-20 mins.). Due by 11:00 p.m., Friday, March 20, 2020.

April 6 tentative

1) Governance and Ministry; 2) Pledge Drives & Reading a Budget

Reading: **Hotchkiss, *Governance and Ministry: Rethinking Board Leadership*. (Read the Preface & chapters 1-5 & one other chapter of your choice; the whole book is MFC required reading.) Look at my Google Drive handouts on Stewardship Campaigns, budgets, treasurer reports.

Due: Moodle reflection on Hotchkiss book on Friday and responses to at least two colleagues by Sunday night. Final student project presentations.

April 13

Project Presentations

Reading: M. Marcusson, *Money and Your Ministry* (selected pages on PDF to be uploaded on my Google Drive).

April 20

Project Presentations

Reading: several sections under the "Congregations" tab of UUA website <https://www.uua.org/congregations>, and Child and Kron, *In the Interim* (Kron, Walker-Riggs, Detering, Miller, and Andrea La Sonde Anastos).

April 27 tentative Instructor will be out of state; likely no class meeting unless we need to make up the time. Assignments will be discussed and posted.

May 4 tentative **Last Class: “What they Didn’t Teach Me in Seminary”**
Reading: Lovely, *A Machiavellian View of the Ministry* (excerpts posted as a PDF on my Google Drive). If time, there will be a discussion of this in class with reference to earlier readings. Final student project presentation if could not be scheduled earlier. Possible guest speaker: Rev. Keith Kron, Transitions Director in Ministry & Professional Leadership, UUA, Boston. Student project presentations continue.

May 11 Possible make-up session if needed.
Final Written Projects and Late Papers Due.