

**Syllabus**  
**CMLE 614F Administrative Leadership in Religious Organizations:**  
**An Interfaith Perspective**

Instructors:

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Course Description:

This course will introduce students to administrative leadership from both practical and theoretical points of view. By exploring a series of themes that lift up administrative leadership questions pertinent in both Jewish and Christian faith communities, students will address both topics and one another as they seek new knowledge, points of divergence, and common ground. This course may meet either the Ministerial Leadership distributional requirement or the Interfaith Engagement integrative catalyst in the ANTS Master of Divinity Program.

Teaching Method:

This course will balance theoretical content (reading), consultation with practitioners in the field (guest speakers), and application of learning to cases (online discussion). Four topics in administrative leadership will serve as lenses into the role and responsibilities of the ministerial leader, but discussion will include a wide range of issues.

Time:

Wednesdays, 4-6 p.m., October 6 through December 15 (no class November 24).

Expectations:

- Read the required text before the course begins.
- Attend all course sessions.
- Participate in Connect! online discussion from October 6 through December 22.
- Collaborate with peers to prepare for guest speakers.
- Complete and submit written assignment by December 22.

Absences and Inclement Weather:

As this course is interactive in nature, attendance is required and no unexcused absences are permitted. An absence is considered excused if the participant contacts one of the instructors in advance of the session with a reasonable personal or medical excuse that can be deemed “unavoidable.” It will be expected that students will work with peers to retrieve any missed information through notes or audio recordings. Any more than the equivalent of two missed sessions will lead to the instructors requiring the student to withdraw from the course.

In the case of inclement weather, please check the Andover Newton voice mail (617-964-1100) or Web site (www.ants.edu) for information about whether the School is open. If the campus is closed, information about making up missed course content will be posted on the Connect! Web site for the course.

Credit and Grading:

CMLE 614F is a hybrid online/face-to-face course. Unless students receive permission from the instructor to take the course pass/fail, their work will be assessed with a letter grade. The grade will be calculated using the following data: Course participation online, in-person, and in preparation for guest speakers (50%); and Final Assignment (50%).

Course participation grades take into consideration the following:

- Posting at least four substantive comments for each online case discussion
- Attending all class meetings and adding constructively to conversation
- Working with a team of peers to prepare for guest speakers
- Adhering to participation covenant devised by course participants

Guest Speakers:

Guest speakers will visit throughout the course to share with students different aspects of administrative leadership. In order to make the best possible use of guests’ time, students will work on teams to prepare before the guest speaker comes to class. Teams will be posted on the Connect! Web site and can work collaboratively online or in-person as schedules permit.

Teams will (1) introduce the speakers by first familiarizing themselves with the speaker’s background, (2) prepare questions for the speaker, and (3) pay special attention to preparation of the week’s assigned readings. Of course, during visits all students will have time to pose questions, but the team should be prepared to facilitate and lead discussion after the guest speaker’s remarks are complete.

Final Assignment

Students have three options for the final assignment in the course. They must consult with instructors and chose one of the options before November 17.

- Option 1: Grant proposal. Students will use the Skjeggstad text as a guide and write a grant proposal for a ministry setting with which they are connected. The proposal should be between 12-15 pages in length and of sufficient quality for submission to a foundation.
- Option 2: Program analysis. Students will use the Drummond recommended text as a guide, particularly Chapter 3, to analyze a ministry program. They should include perspectives on at least three of the four themes from this course: Conflict, planning and evaluation, finance, and fundraising. The paper should be between 12-15 pages in length and suitable for sharing with the ministry setting in question.
- Alternative Option: Case analysis. Students without access to a ministry setting may write an analysis of the Harvard Business School case study posted on Connect!, using all four themes from the course. The paper should be 12-15 pages.

Course Meetings:

<u>Date</u>	<u>In Class TBD</u>	<u>Preparation (before class session) TBD</u>
October 6	Introductions Creating group covenant Book discussion in small groups	<b>Pre-course assignment: Before October 6, read Wilkes and Copenhaver/Daniel texts below.</b>
October 13	Conflict Lecture and discussion with Dan	Read *** Begin participation in online case

	Judson	discussion
October 20	Guest speaker:	Read ***
October 27	Planning and Evaluation Lecture and discussion with Sarah Drummond	Read ***
November 3	Guest speaker:	Read ***
November 17	Finance Lecture and discussion with Dan Judson	
December 1	Guest speaker:	Read ***
December 8	Fundraising Lecture and discussion with Sarah Drummond	Read ***
December 15	Guest speaker:	Read ***

#### Required Texts

Skjegstad, Joy. *Winning Grants to Strengthen Your Ministry*. Alban Institute

Copenhaver, Martin; Daniel, Lillian. *This Odd and Wondrous Calling: The Public and Private Lives of Two Ministers*. Wm. B. Eerdmann's Publishing.

Wilkes, Paul. *And They Shall Be My People: An American Rabbi and His Congregation*. The Atlantic Monthly Press.

#### Recommended Texts

Teutch, Donald A. *Making a Difference: A Guide to Jewish Leadership and Not-for-Profit Management*. Reconstructionist Rabbinical College Press.

Drummond, Sarah B. *Holy Clarity: The Practice of Planning and Evaluation*. Alban Institute.