Course Syllabus

KNP3732H

Congregational Leadership
Knox College
Toronto School of Theology
Fall 2022

Instructor Information

Instructor:	**Dr. Clyde Ervine** [Please do not hesitate to consult with the instructor about any questions you may have]
Telephone:	**905-688-4653**
E-mail:	**clyde.ervine@utoronto.ca**
Office Hours:	By appointment. Dr Ervine will arrange a 20-minute online meeting with each student before the course
begins	

Course Identification

Course Number:	KNP3732H
Course Name:	Congregational Leadership
Course Location:	Online via Zoom
Class Times:	Thursdays, 11.00 to 1.00 pm
Prerequisites:	Introduction to Ministry course; TFE placement or experience in ministry.

Course Description

The course will consider the changed context in which Canada's congregations serve. After exploring the contextual challenges posed by post-Christian Canada, the course will focus on ways to assess congregations and consider how recent missional theologians locate congregations within God's mission. The course will also address practical strategies that can assist congregational leaders to be both faithful and effective. The course builds upon previous theological studies, including the experiences in Theological Field Education, in order to prepare students for the awesome ask of congregational leadership.

Course Resources

Required Course Texts

- Nancy T. Ammerman, Jackson W. Carroll, Carl S. Dudley, and William McKinney. *Studying Congregations: A New Handbook* (Abingdon Press: 1998)
- Anthony B. Robinson. *Transforming Congregational Culture* [William B. Eerdmans, 2003]
- Lowell O. Erdahl, *10 Habits for Effective Ministry* [Augsburg, 1996]
- The articles and chapters from other books, listed week by week on page 4 below

Resources: The UofT Library website has excellent links to help you with writing essays, referencing, and not to plagiarize.

Course Website(s)

This course uses Quercus for its course website. To access it, go to the UofT Quercus login page at https://q.utoronto.ca/ and login using your UTORid and password. Once logged in to Quercus using your UTORid and password, look for the **My Courses** module, where you'll find the link to the website for all your Quercus-based courses. (Your course registration with ACORN gives you access to the course website in Quercus.) Information for students about using Quercus can be found at: https://community.canvaslms.com/docs/DOC-10701. For further help accessing Quercus, ask Kylah Thomson at knox.assistantregistrar@utoronto.ca.

Course Learning Goals:
1. To understand the contexts in which Canadian congregations live in the 21st century
2. To connect congregations theologically to God and God's mission
3. To see the congregation as both a social organization and spiritual organism
4. To prepare leaders to confidently lead congregations that do justice to 1, 2 and 3 above

5. To link specific congregational ministries to core theological/missional commitments
6. To develop leadership skills that will help congregations navigate strategic change
7. To help students discover their vision, passion and style for congregational leadership
8. To address the theological and spiritual well-being of leaders

***Course Learning Objectives for Students*:**
Background expectations: To succeed in this course, students will need a background in ministry preparation, including a successfully completed Theological Field Education placement.

In successfully completing this course, a student will be able to:
- * Demonstrate ethical behavior by responsibly and respectfully listening and contributing to class discussions and small groups
- * Demonstrate an understanding of the context in which the church finds itself today in Canada
- * Demonstrate an introductory knowledge of the basic concepts of congregational studies
- * Demonstrate an understanding of issues related to leadership, particularly in a congregation
- * Demonstrate an integrated theology of ministry that engages contextual realities, the self as minister, and biblical, theological and historical awareness
- * Demonstrate the skills necessary for graduate level study of congregational issues
- Gather and select information from reading appropriate to assigned tasks
- Communicate clearly in both oral and written forms, using good organizational formats and proper research
- Show a willingness to assess one's own work

COURSE REQUIREMENTS AND EVALUATIVE CRITERIA
1. Class participation: (10%)
Marks will be given based upon informed participation and contribution to the class discussion.

2. Class Presentation – Your 15 Minutes of Fame [20%].
Prior to the course beginning the TA will set up an online meeting between you and Dr. Ervine. During that 'get-to-know- you' meeting, Dr. Ervine will want to discover your current congregational involvement and a little about your Theological Field Education experience. He will assign you a chapter from Lowell O. Erdahl, *10 Habits for Effective Ministry,* and a date, when you will use that chapter to present yourself to the Class in light of that chapter, as a candidate for a Call, imagining the Class is a congregational Search Committee, each member of which will have read the same chapter. This exercise calls you to address how the chapter challenges you as a congregational- leader-in-the-making, sharing yourself honestly with those 'acting' as representatives of a congregation you may be called to serve.

3. Short Paper (20%)
Write a paper (1000 words max./c. 6 pages) discussing a major leadership idea from Jim Collin's book *Good to Great and the Social Sectors.* [The deadline for this paper, for those who present 2. above in the second half of the course, is **Oct 13.** For those who present 2. above in the first half of the course, the deadline is **Nov 10**.

4. Major Assignment (50%)
Referencing course readings and class reflections, you will, with the permission of the minister and overseeing body, normally Session, you will prepare a Report on that congregation that:
- 1. Assess the congregation's context using local community statistics and at least one 'Ecology' exercise suggested in *Studying Congregations*. [Congregational members can help you with this]
- 2. Assess the congregation's culture, paying attention to its worship, theological language, growth/decline and physical resources, using methods offered in *Studying Congregations*, including a congregational questionnaire that invites response from congregants.
- 3. Propose some future ministry directions for the congregation based on your study of its context and culture, but also on your understanding of the place of congregations in God's unfolding mission. Not including statistical summaries, maps, diagrams or tabulated questionnaire results, this paper should be no more than 5,000 words (20 pages double spaced) and is due Wednesday, **December 1.** Late penalty: 1% each day late after December 1.

Any work that fails to meet the above criteria in the individual assignments will receive a failing grade.

Grading System
A+ (90-100)	A (85-89)	A- (80-84)	B+ (77-79)	B (73-76)	B- (70-72)	Failure

Please see the appropriate handbook for details about the grading scale and non-numerical grades (e.g. SDF, INC, etc.).
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Late Policy: See individual assignments.

Completion of Course work: All course work (including any late work) must be completed by the end of term, the last day of exams. Only in the case of illness (with a note from a doctor), bereavement or other unusual circumstances will an extension be considered, and this must be authorized by the Basic Degree Committee and the Faculty.

Course grades. Consistently with the policy of the University of Toronto, course grades submitted by an instructor are reviewed by a committee of the instructor's college before being posted. Course grades may be adjusted where they do not comply with University grading policy (http://www.governingcouncil.utoronto.ca/policies/grading.htm) or college grading policy.

Policies

Accessibility. Students with a disability or health consideration are entitled to accommodation. Students must register at the University of Toronto's Accessibility Services offices; information is available at http://www.accessibility.utoronto.ca/. The sooner a student seeks accommodation, the quicker we can assist.

Plagiarism Policy: Students submitting written material in courses are expected to provide full documentation for sources of both words and ideas in footnotes or endnotes. Direct quotations should be placed within quotation marks. (If small changes are made in the quotation, they should be indicated by appropriate punctuation such as brackets and ellipses, but the quotation still counts as a direct quotation.) Failure to document borrowed material constitutes plagiarism, which is a serious breach of academic, professional, and Christian ethics. An instructor who discovers evidence of student plagiarism is not permitted to deal with the situation individually but is required to report it to the Knox Director of Academic Programmes. For details see the TST Basic Degree Handbook, the Graduate program Handbooks (linked from https://tinyurl.com/y47hv9ne) and the University of Toronto Code of Behaviour on Academic Matters (https://tinyurl.com/y7vrsrhu). A student who plagiarizes in this course will be assumed to have read the document "Avoidance of plagiarism in theological writing" published by the Graham Library of Trinity and Wycliffe College.

Other academic offences. TST students come under the jurisdiction of the University of Toronto Code of *Behaviour on Academic Matters* http://www.governingcouncil.utoronto.ca/policies/behaveac.htm).
Back-up copies. Please make back-up copies of essays before handing them in.

Obligation to check email. At times, the course instructor may decide to send out important course information by email. To that end, students are required to have a valid utoronto email address. Students must have set up a utoronto email address which is entered in the ROSI system. Information is available at www.utorid.utoronto.ca. The course instructor will not be able to help you with this. 416-978-HELP and the Help Desk at the Information Commons can answer questions you may have about your UTORid and password. *Students should check utoronto email regularly* for messages about the course. **Forwarding** your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that emails from your course instructor may end up in your spam/junk folder.

Email communication with the course instructor. The instructor aims to respond to email communications from students in a timely manner. *All email communications from students should be sent from a utoronto email address.* Emails from other email addresses are not secure, nor can the instructor readily identify them as being legitimate emails from students. The instructor is not obliged to respond to email from non-utoronto addresses. The instructor (and TA) will seek to respond to any email in a timely fashion during the work week (Monday through Friday). Emails sent on the weekend will be replied to during the next workweek.

Style Guidelines for Papers: All papers in this course need to be written using effective English. Any sources used apart from the reading itself need to be referenced using the humanities format. The Chicago Manual of Style is available online
 http://www.chicagomanualofstyle.org.myaccess.library.utoronto.ca/16/contents.html

Cell Phones: Cell phones can be disruptive to the classroom experience. Students, therefore, should turn off or set their phones to silent and refrain from using them while in class. (This includes texting.) Cell phone use is permitted only for medical professionals who are on call and for students who need to be in constant contact with ill family members, or minors. Students who meet either of these requirements should inform the professor prior to class.

Use of Technology. Laptops and other computing devices may be used in the classroom for note taking purposes only. The use of the internet is not permitted during class unless it is part of a specific class activity. Students wishing to text message, search for images, fact check etc. should do so during the break or outside of class. Much classroom learning is founded upon mutual disclosure that takes place between the instructor and the student and between students. Parties outside of that learning community have not committed themselves to this relationship of trust. For this and other reasons, permission to record lectures in audio format is granted for use by registered students only. Video recording is not permitted without the written permission of the instructor. Recordings and notes of class lectures may not be electronically reproduced, posted or distributed without the written permission of the instructor.

Schedule of Classes

SEPT 15: WEEK 1: THE CONGREGATION'S CONTEXT IN POST-CHRISTENDOM CANADA
1. *Transforming Congregational Culture* by Anthony B. Robinson pages 1-24
2. *Leaving Christianity*, pages 232-245, by Brian Clarke and Stuart Macdonald

SEPT 22: WEEK 2: THE CONGREGATION'S LOCAL CONTEXT
1. Chapter 2, *Studying Congregations,* pages 40-66, edited by Nancy T. Ammerman, Jackson W. Carroll, Carl S. Dudley and William McKinney

SEPT 29: WEEK 3: THE CONGREGATION'S CULTURE
1. Chapter 3, *Studying Congregations*

OCT 6: WEEK 4: LOCATING THE CONGREGATION IN GOD'S MISSION
1. Lesslie Newbigin, *Sign of The Kingdom*, pages 21-43
2. Chapter 4 in *Missional Church*, edited by Darrell L. Guder

OCT 13: WEEK 5: THE CONGREGATION'S ROLE IN GOD'S MISSION
1. Chapter 7 of *The Continuing Conversion of the Church,* Darrell L. Guder;
2. *Transforming Congregational Culture*, pages 25-38

OCT 20: WEEK 6: STRATEGIES FOR CONGREGATIONAL LEADERSHIP
1. Chapter 6, *Studying Congregations,* pages 167-187
2. *Church Leadership*, L. H. Weems, pages 37-67
3. *Spiritual Leadership as Representative,* Robert Osborne, pages 1-6 [to be given out by Dr. Ervine]

NOV 3: WEEK 7: THE CONGREGATION'S MEMBERSHIP AND SIZE
1. 'How to Minister Effectively in Family, Pastoral, Program, and Corporate Sized Churches' in *Discerning Your Congregation's Future* by Roy M. Oswald & Robert E. Friedrich Jr
2. *Transforming Congregational Culture, pages 114-119*

NOV 10: WEEK 8: THE CONGREGATION'S GOVERNANCE AND MINISTRY TEAMS
1. 'The Session' in *The Book of Forms*, The Presbyterian Church in Canada
2. *Transforming Congregational Culture, pages 73-84*
3. *Church Leadership,* L. H. Weems, pages 69-95

NOV 17: WEEK 9: THE CONGREGATION'S GATHERED MINISTRIES - WORSHIP, DISCIPLESHIP, FELLOWSHIP
1. *Transforming Congregational Culture*, pages 39-65 and 107-113

NOV 24: WEEK 10: THE CONGREGATION'S SCATTERED MINISTRIES - OUTREACH AND EVANGELISM
1. *Transforming Congregational Culture*, pages 85-91 and 114-121
2. *More than Numbers*, Loren Mead, pages 1-39

DEC 1: WEEK 11: THE CONGREGATION'S RESOURCES
1. Chapter 5 in *Studying Congregations*
2. *Transforming Congregational Culture*, pages 100 - 106

DEC 8: WEEK 12: CONGREGATIONAL LEADERSHIP'S DARK SIDE/ODDS AND ENDS/CATCH-UP
1. *Transforming Congregational Culture*, pages 122-136
2. Chapter 7*, in Leading the Congregation,* Norman Shawchuck and Roger Heuser