

Course Syllabus

KNP3732HF

Congregational Leadership
Knox College
Toronto School of Theology
Fall 2024

Instructor Information

Instructor: Dr. Stuart Macdonald
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Course Identification

Course Number: KNP3732HF
Course Name: Congregational Leadership
Course Location: Knox College, academic wing, classroom 5
Class Times: Wednesdays 11:10 – 1:00
Prerequisites: students will be expected to be in their final year and to have successfully concluded their TFE placements

Course Description

The course will consider issues of ministerial leadership within the changed reality in which congregations in Canada now find themselves. After exploring that reality and some of the challenges posed by post-Christian Canada, the course will deal with issues of leadership and change, as well as introducing students to some of the basic tools of congregational studies. The course will build upon previous theological studies, including the experiences in Theological Field Education placements, in order to prepare students to transition to ministry.

Course Resources

Required Course Texts

Jeffrey D. Jones and David Fredrickson, *Being Church in a liminal time: Remembering, Letting Go, Resurrecting* (2023)

Gil Rendle, *Quietly Courageous: Leading the Church in a Changing World* (2019).

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

Course Website(s)

- Quercus: <https://q.utoronto.ca/>

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 you have 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>. Students who have trouble accessing Quercus should ask Kyla Thomson kylah.thomson@utoronto.ca for further help.

Course Schedule (subject to change)

Wk 1	Intro and Insights from Theological Field Education
Wk 2	Where we are (post-Christendom)
Wk 3	What is a congregation anyway?
Wk 4	Leadership 1
Wk 5	Leadership 2
Wk 6	Leadership & Change - Rev. Dr. Peter Coutts
Wk 7	Leadership 4
Reading week	
Wk 8	Clergy burn out: guest Rev. Dr. Brad Shoemaker
Wk 9	Congregations, presbyteries and administration - being a CEO
Wk 10	Pastoral Acts (Baptisms, Weddings, Funerals) in a changing context
Wk 11	Evangelism, Outreach and Worship
Wk 12	Quo Vadis? Being Church in Liminal Times

COURSE REQUIREMENTS AND EVALUATIVE CRITERIA

1. Class **participation**: (10%)

Marks will be given based upon informed participation and contribution to the class discussion.

2. Short assignments

1. Write a short paper (6 pages, 1500 words max.) discussing a major idea related to leadership in changing the current context from one of the selected books. (INCLUDE WHAT BOOKS) (20% - due **October 9**) Late penalty: 4% per week (2% by Friday; 2% by Tuesday).

2. Prepare a brief “minister’s welcome” that could be posted on a congregation’s website.

The minister’s welcome should be 500 words (max) and incorporate: offer a welcome; say something about the congregation and it’s culture; indicate the approach to ministry of you as the minister.

(20% - due October 23) Late penalty: 4% per week (2% by Friday; 2% by Tuesday).

3. Major Assignment (50%)

Write an integration paper on congregational leadership. Your paper should include: an evaluation of the context of ministry in Canada today; some reflection on congregations and how they function; your theology and vision for ministry; an exploration of congregational leadership; and a suggestion for how you might introduce change in a congregation. In each section, use an example from your TFE as an illustration, or as a touchstone for your reflection.

This paper should be no more than 5,000 words (20 page double spaced) and is due **December 4**. (No work will be accepted for this course after December 13, the last day of exam week.)
Late penalty: 1% each day late after December 4.

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

Policies

Class attendance. Students are expected to conduct themselves in a manner congruent with the vocation they are seeking to enter and in which they desire to give leadership. To that end, it is a regulation

of Knox College that a minimum of approximately 80% attendance at courses (10 of 12 weeks) is required for credit; 100% attendance is expected at seminar courses. Habitual lateness for class will be counted as absence.

Teaching and learning are interactive, not passive, activities. Therefore, students may not “attend” an in-person class through unauthorized audio or video streaming or by watching or listening to a recording; instructors are not obligated to record or permitted to stream their in-person classes. Online classes that include a synchronous video component require the same level of attendance as an in-person course, and students may not “attend” by watching or listening to a recording. Online classes that include an asynchronous component require participation in all the activities for each week or module to meet the attendance requirement. Students requiring accommodations to attend class must present medical and/or Accessibility Services documentation that outlines the type and duration of accommodation(s) required.

Class recording. Much of the learning that goes on in the virtual or in-person classroom is founded upon mutual disclosure that takes place between instructor and student, and between students. Parties outside of this learning community have not committed themselves to this relationship of trust. A student without an approved accommodation who wishes to make an audio recording of an in-person class must secure the agreement of the instructor and all classmates; livestreaming and video recordings are not permitted. Online video-streamed classes may be recorded at the discretion of the instructor. Personal recordings may be used only by the student who made the recording; no recording may be reproduced, posted, or distributed without the written permission of the instructor. [**Late work (BD)**]. Basic Degree students are expected to hand in assignments by the date given in the course outline. Late penalties are noted under each assignment. The absolute deadline for the course is the examination day scheduled for the course or the last day of exam week for the semester in which the course is taught, whichever is sooner.

This penalty is not applied to students with documented medical or compassionate difficulties or exceptional reasons (e.g., a death in the family or a serious illness); students facing such difficulties are kindly requested to consult with their faculty adviser or basic degree director, who should make a recommendation on the matter to the instructor and request an SDF. The absolute deadline for obtaining an SDF for the course is the examination day scheduled for the course or the last day of examination week, whichever is sooner. An SDF must be requested from the registrar’s office in the student’s college of registration no later than the last day of exam week in which the course is taken. The SDF, when approved, will have a mutually agreed upon deadline that does not extend beyond the conclusion of the following term. If a student has not completed work but has not been granted an SDF, a final mark will be submitted calculating a zero for work not submitted.

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 to ACORN. Grades are not official until they are posted to ACORN. Course grades may be adjusted where they do not comply with University Assessment and Grading Practices Policy found at <https://governingcouncil.utoronto.ca/secretariat/policies/grading-practices-policy-university-assessment-and-january-26-2012>, policies found in the TST conjoint program handbooks, or college grading policy.

Inclusive Language. Knox College has an inclusive language policy, available at https://knox.utoronto.ca/wp-content/uploads/2023/04/Knox-College-Policy_Use-of-Language-Policy-and-Glossary_221003.pdf.

Accessibility. Students with a disability or health consideration, whether temporary or permanent, are entitled to accommodation. Students in conjoint degree programs must register at the University of Toronto's Accessibility Services offices; information is available at <http://www.studentlife.utoronto.ca/as>. The sooner a student seeks accommodation, the quicker we can assist.

Plagiarism. 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 their head of college or delegate according to the Graduate program Handbook linked from <http://www.tst.edu/academic/resources-forms/handbooks> and the University of Toronto *Code of Behaviour on Academic Matters* <https://governingcouncil.utoronto.ca/secretariat/policies/code-behaviour-academic-matters-july-1-2019>. 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 Colleges: <https://www.trinity.utoronto.ca/library/research/theology/avoiding-plagiarism-in-theological-writing/>

Use of Generative AI, e.g., ChatGPT. The use of generative artificial tools or apps for assignments in this course, including tools like ChatGPT and other AI writing or coding assistants is prohibited.

Other academic offences. TST students come under the jurisdiction of the University of Toronto *Code of Behaviour on Academic Matters* <https://governingcouncil.utoronto.ca/secretariat/policies/code-behaviour-academic-matters-july-1-2019>.

Back-up copies. Please make back-up copies of assignments 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, all students in conjoint programs are required to have a valid utoronto email address. Students must have set up their utoronto email address which is entered in the ACORN 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 me may end up in your spam or junk mail folder. Students in non-conjoint programs should contact the Registrar of their college of registration.

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 in conjoint programs must be sent from a utoronto email address. Email communications from other email addresses are not secure, and also the instructor cannot readily identify them as being legitimate emails from students. The instructor is not obliged to respond to email from non-utoronto addresses for students in

conjoint programs. Students in non-conjoint programs should only use the email address they have provided to their college of registration.

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. Consistent 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 to ACORN. Grades are not official until they are posted to ACORN. Course grades may be adjusted where they do not comply with University Assessment and Grading Practices Policy found at <https://governingcouncil.utoronto.ca/secretariat/policies/grading-practices-policy-university-assessment-and-january-1-2020> policies found in the TST conjoint program handbooks, or college grading policy.

Style Guidelines for Papers: The papers in this class 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.

Consultation: Please do not hesitate to consult with either the instructor or teaching assistant about any questions you may have

Course Learning Objectives/Outcomes

Basic Degrees – Knox and TST

Background expectations:

To succeed in this course students will need a background in ministry preparation, including having successfully completed their Theological Field Education placement.

In successfully completing this course, a student will be able to:

<i>This course has the following course-level learning outcomes</i>	
Outcome	Evaluation
1. Demonstrate ethical behaviour, taking responsibility for the expectations of course and showing respect and willingness to listen in the learning atmosphere including class discussions and small groups	All assignments.
2. Demonstrate an understanding of the context in which the church finds itself today in Canada	Class participation; Minister’s welcome assignment; final assignment
3. Demonstrate a knowledge of issues in ministry, as discussed in the readings and class discussions	Class participation; final assignment.
4. Demonstrate an understanding of issues related to leadership, particularly as they apply to congregations and churches	Assignment on leadership; final assignment

<i>A student successfully completing this course has made progress towards the following Knox College degree program learning outcomes:</i>		
MDiv	MTS	MPS
x <input type="checkbox"/> Interprets Scripture and Christian tradition (Reformed), using a variety of methods, sources, and norms, to preach, teach, write, and to provide care and witness. <i>Evaluation:</i> Click or tap here to enter text.	<input type="checkbox"/> Demonstrates knowledge at a basic level in various theological disciplines. <i>Evaluation:</i> Click or tap here to enter text.	<input type="checkbox"/> Demonstrates knowledge at a basic level in various theological disciplines, in the Reformed or another tradition. [* the student may come from another tradition] <i>Evaluation:</i> Click or tap here to enter text.

<input type="checkbox"/> Demonstrates skills in creative, faith-centred, adaptive, and innovative leadership for current and emerging communities of faith. <i>Evaluation:</i> <i>Click or tap here to enter text.</i>	<input type="checkbox"/> Finds, selects, reads, and appropriately integrates theological information. <i>Evaluation:</i> <i>Click or tap here to enter text.</i>	<input type="checkbox"/> Demonstrates knowledge and skills in spiritual care and therapy, grounded in appropriate theories, for professional practice and leadership in community and institutional settings. <i>Evaluation:</i> <i>Click or tap here to enter text.</i>
<input type="checkbox"/> Enhances the vocational and spiritual development, practices, and well-being of self and others. (See Professional and Critical Competencies.) <i>Evaluation:</i> <i>Click or tap here to enter text.</i>	<input type="checkbox"/> Engages respectfully and constructively in a theological community of scholarship. <i>Evaluation:</i> <i>Click or tap here to enter text.</i>	<input type="checkbox"/> Demonstrates an appropriate spiritual and professional identity formation in relation to specialized practice. <i>Evaluation:</i> <i>Click or tap here to enter text.</i>
<input type="checkbox"/> Analyzes and evaluates social, cultural, and community contexts to enable communities of faith to participate in God’s work and justice in a diverse and changing world. <i>Evaluation:</i> <i>Click or tap here to enter text.</i>	<input type="checkbox"/> Writes and speaks in English sufficiently well to engage in theological discourse. <i>Evaluation:</i> <i>Click or tap here to enter text.</i>	<input type="checkbox"/> Writes and speaks in English sufficiently well to engage in professional practice. <i>Evaluation:</i> <i>Click or tap here to enter text.</i>

TST BASIC “DEGREE LEVEL EXPECTATIONS”	CORRESPONDING COURSE GOALS AND OUTCOMES (see college outcomes above)	CORRESPONDING COURSE ELEMENTS / ASSIGNMENTS
EXPECTATIONS: <i>In this course students are expected to demonstrate the following:</i>		
1. Depth and Breadth of Knowledge		
2. Knowledge of methodologies		
3. Application of Knowledge		
4. Communication Skills		

TST BASIC “DEGREE LEVEL EXPECTATIONS”	CORRESPONDING COURSE GOALS AND OUTCOMES (see college outcomes above)	CORRESPONDING COURSE ELEMENTS / ASSIGNMENTS
5. Awareness of Limits of Knowledge		
6. Autonomy and Professional Capacity		

