



HARDING SCHOOL OF THEOLOGY

BMIN 7600 MISSIONAL CHURCH LEADERSHIP, Summer 2024

Dr. Steve Cloer

Dr. Steven Hovater

Course description

This course studies the practices and habits of a missional leader. Attention is given to church polity, contextual ministry, and missional vision. Students learn practices in affecting change, handling anxiety, discerning a context, and creating environment for missional innovation. Students engage leadership theory for helpful insights in providing transformative leadership.

The course contributes to the following degree outcomes:

- Demonstrate the ability to apply research tools to a particular ministry problem and effectively address the problem through managing resources available in a local ministry context.
- Exhibit the ability to think theologically about contemporary ministry challenges.
- Demonstrate effective skills in oral, written, or media performance that will increase one's communication and ministerial effectiveness appropriate to one's particular ministry context.

Additional course objectives

- Develop a vision for missional leadership in the local church.
- Build competencies around neighborhood engagement, missional discernment, resilience, and adaptive leadership.
- Practice utilizing the methodology of appreciative inquiry as a pathway for missional renewal.

Required textbooks

Ronald Heifetz, Alexander Grashow, and Marty Linsky, *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Boston: Harvard Business Press, 2009.

Steve Cuss, *Managing Leadership Anxiety: Yours and Theirs*. Nashville: Thomas Nelson, 2019.

Mark Love. *It Seemed Good to the Holy Spirit and to Us: Acts, Discernment, and the Mission of God*. Eugene, OR: Wipf and Stock, 2023.

Alan J. Roxburgh & Fred Romanuk, *The Missional Leader: Equipping Your Church to Reach a Changing World*, 2nd ed. (Minneapolis, MN: Fortress, 2020).

Ryan Hartwig, Léonce B. Crump, Jr., and Warren Bird. *The Resilience Factor: A Step-by-Step Guide to Catalyze an Unbreakable Team*. Downers Grove, IL: IVP, 2023.

Recommended textbooks

Mark Lau Branson, *Memories, Hopes, and Conversations: Appreciative Inquiry, Missional Engagement, and Congregational Change*, 2nd ed. (London: Rowman & Littlefield, 2016).

Angie Ward, *Uncharted Leadership: 20 Case Studies to Help Ministry Leaders Adapt to Uncertainty*. Grand Rapids: Zondervan, 2023.

Textbooks can now be ordered through a link on the HST website. The Textbooks tab can be viewed on the navigation bar on any page of the website. Check the book list provided under the Textbooks tab (<http://hst.edu/students/textbook-services/>) for correct ISBN's and editions to insure correct ordering. A link provided there will take you to Amazon where you will only need to enter the ISBN to order your books.

Additional required readings

Steve Cloer. "Nurturing Pastors: A Modern-Day Job Description for Elders," *Journal of Christian Studies* 2 (September 2023): 41-55.

_____. "The Elder-Evangelist Relationship Through the Stone-Campbell Movement." *Restoration Quarterly* 58:4 (2016): 229-239.

_____. "The Missional Catalyst: Reimagining the Role of the Minister." *Missio Dei Journal* 10.2 (Summer-Fall 2019). <http://missiodeijournal.com/issues/md-10-2/authors/md-10-2-cloer>

Juan Martinez. "Discovering God's Initiatives in the Midst of Adaptive Challenge," *Journal of Missional Practice* (Autumn 2012). <https://journalofmissionalpractice.com/discovering-gods-initiatives-in-the-midst-of-adaptive-challenge/>

Craig Van Gelder, *The Ministry of the Missional Church: A Community Led by the Spirit*. (Grand Rapids: Baker, 2007), chapter 6.

Tim Keller, *Loving the City*. (Grand Rapids: Zondervan, 2016), 208-244.

JR Woodward, *Creating a Missional Culture: Equipping the Church for the Sake of the World* (Downers Grove, IL: InterVarsity Press, 2012), chapter 3 & 17.

Scott Cormode. *The Innovative Church: How Leaders and their Congregations Can Adapt in an Ever-Changing World*. (Grand Rapids: Baker, 2020), chapter 3.

Gregory Thompson, *The Church in our Time: Nurturing Congregations of Faithful Presence*. (New City Commons, 2011), chapter 2.

Leadership Book Review Choices:

John E. Johnson, *Rooted Leadership: Seeking God's Answers to the Eleven Core Questions Every Leader Faces*. Grand Rapids, MI: Zondervan, 2022.

Chris Lowney. *Heroic Leadership: Best Practices from a 450-Year-Old Company that Changed the World*. Chicago: Loyola Press, 2003.

Jonathan Sacks, *Lessons in Leadership: A Weekly Reading of the Jewish Bible*. New Milford, CT: Maggid, 2015.

Books on Reserve:

These resources could be helpful to you in our class discussions and your project. Sections of these books will be on canvas and the books will be on reserve in the library.

Ryan T. Hartwig and Warren Bird. *Teams that Thrive: Five Disciplines of Collaborative Church Leadership* (Downers Grove, IL: InterVarsity Press, 2015).

Roy M. Oswald and Barry Johnson. *Managing Polarities in Congregations: Eight Keys for Thriving Faith Communities*. Herndon, VA: Alban Institute, 2010.

Scott Cormode, *Making Spiritual Sense: Christian Leaders as Spiritual Interpreters*. Nashville: Abingdon Press, 2006.

Tod Bolsinger, *Canoeing the Mountains: Christian Leadership in Uncharted Territory* (Downers Grove, IL: InterVarsity Press, 2015).

Additional readings, course notes, a place to submit assignments, and grades are available on Canvas. To access the Canvas course page, go to <http://elearning.harding.edu>.

Accessibility

HST professors are accessible to local and distance students. Please use the following to arrange appointments with me (in person or by phone):

Email: secloer@harding.edu

Office Phone Number: 901-432-7724

Office: Ijams Administration Building 209

Course Format

The course format will be varied, including lecture, discussion, case study analysis, Bible study, prayer, and written reflective activities. Students are expected to have read all required materials before the class on the HST campus and be prepared to lead or engage in focused conversations. Additional time will be spent besides the face-to-face session with online class discussion through Zoom and posting assignments and offering responses to one another.

Requirements and grading

1. Reading of assigned texts and class participation (including Zooms and Responses) (10%)
2. Leadership Discussions (25%)
3. Leadership Book Review (15%)

4. Missional Leadership Project (50%)
 5. Intensive Week Library Assignments (10%)
 6. Course Project and Paper (40%)
- Grading scale: 100-90 (A), 89-80 (B), 79-75 (C), 74-70 (D), 69 and below (F)

Academic integrity

Academic dishonesty in all its forms is inconsistent with Christian faith and practice and will result in penalties which could include a failing grade for the assignment, a failing grade for the course, dismissal from the course, and even dismissal from the school.

Credit hour workload

For every course credit hour, the typical student should expect to spend at least three clock hours per week of concentrated attention on course-related work, including but not limited to time attending class, as well as out-of-class time spent reading, reviewing, organizing notes, preparing for upcoming quizzes/exams, problem solving, developing and completing projects, and other activities that enhance learning. Thus, for a three-hour course, a typical student should expect to spend at least nine hours per week dedicated to the course.

Students with disabilities

It is the policy of Harding University to accommodate students with disabilities, pursuant to federal and state law. Any student with a disability who needs accommodation should inform the instructor at the beginning of the course. Students with disabilities are also encouraged to contact Steve McLeod, the Associate Dean, at 901-761-1353.

Library resources

If you have not taken 5990 (Advanced Theological Research) or took it more than a year ago, go to the HST website (www.hst.edu) for information concerning library services to students. Under the “library” tab you will find a link to and instructions for searching the HST online catalog. There are also instructions for using the following databases available through the library: OCLC FirstSearch, EBSCOhost, Infotrac, and Religious and Theological Abstracts. Contact the library for passwords to these databases. Also available are the research guides distributed in 5990. These annotated bibliographies list basic tools you will find helpful in your research.

Pre-Class Assignments

1. ***Introductory Zoom Session – May 13 @ 1:00pm CST – 2:30pm CST.*** Everyone is required to attend. The professor will send out an invite. This will be a chance to review the syllabus and course expectations.
2. ***Leadership Discussions*** – Each student is to engage the weekly reading, case study, video, or podcast and write a response of at least 300 words to the writing prompt. Then they are to write two responses of at least 150 words to the other students in the class. The initial post is to be done by Wednesday of the week to allow for the other students to respond. Below is a schedule of the weekly leadership discussions.

- a. *May 20-24 – Darrell Guder’s video*
 - b. *May 27-31 – Case Study from Ward*
 - c. *June 10-14 – Bolsinger’s podcast*
 - d. *June 17-21 – Case Study from Ward*
 - e. *June 24-28 – Faithful Presence reading*
 - f. *July 8-12 – Case Study from Ward*
 - g. *July 15-19 – Martinez reading*
3. **Leadership Book Review – Discussion during Intensive Week and Reflection Due June 14.** Everyone is required to select a book from the list of Leadership books above and lead an informal, brief discussion with their colleagues during the intensive week and then write a brief 500-1000 word reflection on key insights gained from this reading to be shared with the rest of the class.

Class schedule

The class will meet Monday-Friday (June 3-7) from 8:00am-5:00pm with breaks throughout. Each morning and afternoon will begin with a time of silence, prayer, and dwelling in the Word. A more in-depth schedule will be sent before the residency week.

June 3

Leadership Theory (Van Gelder)
 Missional Leadership (Roxburgh)

June 4

Discerning the Neighborhood (Love)
 Contextual Theology (Keller)

June 5

Building a Leadership Team (Hartwig and Bird, Woodward)
 Missional Church Polity (Cloer)

June 6

Handling Anxiety, Conflict, and Change (Cuss)
 Adaptive Leadership (Heifetz and Linsky)

June 7

Vision and Culture (Roxburgh, Woodward)
 Creating a Missional Identity (Cormode)

After Class Assignments

1. **Brief Zoom Session – July 8 @ 1:00pm CST-2:30pm CST.** Everyone is required to attend. The professor will send out an invite. This will be a chance to check-in and receive an update on students’ projects and offer mutual encouragement.
2. **Missional Leadership Project and Paper – Due July 22.** Each student is to work with their conversation team to do an Appreciative Inquiry project with the goal of developing

a contextual strategy for the church to participate in missional engagement within the local community.

- a. The student will engage in a series of hopeful conversations with at least 3-5 key community stakeholders to uncover key stories, themes, and hopes within the community.
- b. The student will work with their conversation team to do interpretation of these conversations and to develop some provocative proposals about how their congregation could potentially participate more fully in the mission of God within their context.
- c. The student will write up a final paper of 25 pages that details a contextual strategy for the local church. The paper will include several components: brief congregational history, community analysis, theological framework, methodology, reflections on the AI conversations, and conclusions. Material from previous papers in the DMin program can be utilized and resources from the class are expected to be used.
- d. Significant time during the residency will be spent focusing on the project, preparing for leading the AI project, and discussing expectations for the paper.
- e. ***Each student should offer a brief post in response to two students' project paper (250 words). This is due July 26.***

Recommended resources

I. Contextual Theology, Gospel and Culture

Bevans, Stephen B. *Models of Contextual Theology*. Maryknoll, NY: Orbis, 2002.

Hagley, Scott. *Eat What is Set Before You: A Missiology of the Congregation in Context*. Skyforest, CA: Urban Loft Publishers, 2019.

Hunter, James Davison. *To Change the World: The Irony, Tragedy, and Possibility of Christianity in the Late Modern World*. Oxford: Oxford University Press, 2010.

Keller, Timothy. *Center Church: Doing Balanced, Gospel-Centered Ministry in Your City*. Grand Rapids: Zondervan, 2012.

Neibuhr, H. Richard. *Christ and Culture*. New York: HarperCollins, 2001.

Newbigin, Lesslie. *Foolishness to the Greeks: The Gospel and Western Culture*. Grand Rapids: Eerdmans, 1986.

_____. *The Gospel in a Pluralist Society*. Grand Rapids: Eerdmans, 1989.

Putnam, Robert. *American Grace: How Religion Divides and Unites Us*. New York: Simon & Schuster, 2012.

Van Gelder, Craig and Dwight Zscheile. *Participating in God's Mission: A Theological Missiology for the Church in America*. Grand Rapids: Eerdmans, 2018.

_____, ed. *The Missional Church in Context: Helping Congregations Develop Contextual Ministry*. Grand Rapids, MI: Eerdmans, 2007.

II. Church Polity and Leadership

Anderson, Lynn. *They Smell Like Sheep*. Vol. 1. West Monroe, LA: Howard Pub., 1997.

- . *They Smell Like Sheep*. Vol. 2. New York, NY: Howard, 2007.
- Bohlman, Lee G. and Terrence E. Deal. *Reframing Organizations: Artistry, Choice, and Leadership*. San Francisco: Jossey-Bass, 2008.
- Brand, Chad Owen and R. Stanton Norman, ed. *Perspectives on Church Government: Five Views of Church Polity*. Nashville: Broadman & Holman, 2005.
- Branson, Mark Lau and Juan Martinez. *Churches, Cultures, and Leadership: A Practical Theology of Congregations and Ethnicities*, 2nd ed. Downers Grove, IL: InterVarsity Press, 2023.
- Briggs, J. R. *Eldership and the Mission of God: Equipping Teams for Faithful Church Leadership*. Downers Grove, IL: InterVarsity Press, 2015.
- Burtchaell, James Tunstead. *From Synagogue to Church: Public Services and Offices in the Earliest Christian Communities*. New York: Cambridge University Press, 1992.
- Cladis, George. *Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders*. San Francisco, CA: Jossey-Bass Publishers, 1999.
- Clark, Ron. *Emerging Elders: Developing Shepherds in God's Image*. Abilene, TX: Leafwood, 2008.
- Ferguson, Everett. "Authority and Tenure of Elders." *Restoration Quarterly* 18, no. 3 (1975): 142-150.
- Friedman, Edwin. *A Failure of Nerve—Leadership in the Age of the Quick Fix*. Ed. Margaret M. Treadwell and Edward Beal. New York: Seabury Books, 2007.
- . *Generation to Generation—Family Process in Church and Synagogue*. New York: The Guilford Press, 1985.
- Galindo, Israel. *The Hidden Lives of Congregations: Understanding Congregational Dynamics*. Lanham: Rowan and Littlefield, 2014.
- Heuser, Roger, and Norman Shawchuck. *Leading the Congregation: Caring for Yourself While Serving Others*. Rev. ed. Nashville, TN: Abingdon Press, 2010.
- Hicks, John Mark. "Church Polity: Presentation for Korean Ministers in the United States."
<http://johnmarkhicks.wineskins.org/wpcontent/uploads/sites/10/2009/02/church-polity.doc>
- McIntosh, Gary L. *One Size Doesn't Fit All: Bringing Out the Best in Any Size Church*. Grand Rapids, MI: Fleming, 1999.
- Mahan, Michael. "Toward a Restorationist Theology of Leadership: Eldership Implications." *Journal of Biblical Perspectives in Leadership* 4, no. 1 (2012): 70-86.
- Osborne, Larry W. *Sticky Teams: Keeping Your Leadership Team and Staff on the Same Page*. Grand Rapids, MI: Zondervan, 2010.
- Sande, Ken. *The Peacemaker—A Biblical Guide to Resolving Personal Conflict*, Third Edition. Grand Rapids: Baker Books, 2004.
- Steinke, Peter L. *Healthy Congregations—A Systems Approach*. Lanham, MD: Bowman & Littlefield, 2006.
- Willis, Timothy M. "'Obey Your Leaders': Hebrews 13 and Leadership in the Church." *Restoration Quarterly* 36, no. 4 (1994): 316-326.

III. Appreciative Inquiry, Interviewing, Navigating Missional Change

- Ammerman, Nancy T., Jackson W. Carroll, Carol S. Dudley, and William McKinney, eds. *Studying Congregations: A New Handbook*. Nashville: Abington Press, 1998.
- Ellison, Pat Taylor. "Word Dwelling, Deep Listening, and Faith-Based Moral Conversation in Congregations: A Nested Vision for Learning New Habits." In *Testing the Spirits: How Theology Informs the Study of Congregations*, ed. Pat Keifert, 91-108. Grand Rapids, MI: Eerdmans, 2009.
- Fitch, David E. *Faithful Presence: Seven Disciplines that Shape the Church for Mission*. Downers Grove, IL: IVP Books, 2016.
- Fuder, John. *Neighborhood Mapping: How to Make Your Church Invaluable to the Community*. Chicago, IL: Moody, 2014.
- Keifert, Pat and Wesley Granberg-Michaelson. *How Change Comes to Your Church*. Grand Rapids: Eerdmans, 2019.
- McKnight, John and Peter Block. *The Abundant Community*. San Francisco: Barrett-Koehler, 2010.
- Rouse, Rick and Craig Van Gelder. *A Field Guide for the Missional Congregation: Embarking on a Journey of Transformation*. Minneapolis: Fortress, 2008.
- Roxburgh, Alan J. *Missional Map-Making: Skills for Leading in Times of Transition*. San Francisco, CA: Jossey-Bass, 2010.
- Rubin, Herbert J. and Irene S. Rubin. *Qualitative Interviewing: The Art of Hearing Data*. 3rd ed. Los Angeles: SAGE, 2012.

Use of technology

Canvas Online Learning System

In addition to the live video platform Zoom.us (see below), this course uses Harding's *Canvas Online Learning System*, which is accessed at <http://elearning.harding.edu>. If you have problems gaining access to Canvas, contact HU technical support (501) 279-4545. You will need your HST username and your password to log into Harding Pipeline. These are the same credentials you use to register for classes via Pipeline.

When you need to contact your professor via email, you may use the email system contained in the Canvas learning management system or email your professor directly at secloer@harding.edu.

Harding University gives each student an email address that also utilizes your user name. Many students use other email addresses as their preferred address. You can set your Harding G-mail account to forward messages to an alternative email address if you want; however, it is your responsibility to check your Harding email account regularly because this is the official Harding email address to which all Harding-related email will be sent.