

# SUMMER SESSION SYLLABUS

## Hybrid Course

**TH541: Church Leadership and Management in the 21<sup>st</sup> Century**

C5: 2009



**Saint Joseph's College of Maine**

**DIVISION OF GRADUATE &  
PROFESSIONAL STUDIES**

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Welcome to:  
**TH541: Church  
Leadership and  
Management in  
the 21<sup>st</sup> Century**

### **Summer Session 1**

Course Start Date:

May 25, 2009

Online Dates:

May 25 – June 19;

June 27–July 3

On Campus Dates:

June 22-26, 2009

Course End Date:

July 3, 2009

## **COURSE DESCRIPTION**

This course explores the challenges and possibilities of effective Christian leadership and management in the Catholic Church. An exploration of the meaning and challenges of being a leader and participating in management of the Catholic Church. Students will examine leadership theory from the perspective of the Gospel, and analyze their own leadership styles.

## IMPORTANT RESOURCES

*If you have any questions regarding your course materials, please contact your academic advisor (1-800-343-5498) and/or our book vendor EdMap. You can reach EdMap by phone or email:*

1-(800)-274-9104

<http://www.shop-edmap.biz/sjs/>

*All Saint Joseph's College students must have a library card for the Wellehan Library prior to arriving on campus. To obtain your card, if you do not already have one, please call the library or visit their Website:*

1-(800) 343-5498 ext. 7725

<http://www.sjcme.edu/library/index.htm>

## REQUIRED TEXT

Bennis, Warren, and Burt Nanus. Leaders: Strategies for Taking Charge, 2<sup>nd</sup> ed.  
New York: Harper Business Essentials, 2007. ISBN 0060559543; 978-0060559540.

DePree, Max. Leadership Is an Art. New York: Doubleday, 2004. ISBN 0385512465;  
978-0385512466.

Gula, S.S., Richard M. Ethics in Pastoral Ministry. New York: Paulist Press, 1996.  
ISBN 0809136201; 978-0809136209.

Nouwen, Henri. In the Name of Jesus: Reflections on Christian Leadership. New York:  
Crossroad Publishing, 1993. ISBN 0824512596; 978-0824512590.

Coogan, Michael, ed. The New Oxford Annotated Bible: New Revised Standard  
Version with the Apocrypha. New York: Oxford University Press, 2007.  
ISBN 0195288831; 978-0195288834.

Sipe, James @. And Don M. Frick. Seven Pillars of Servant Leadership: Practicing the  
Wisdom of Leading by serving. NJ: Paulist Pres, 2009

The Documents of the Second Vatican Council, especially Lumen Gentium, on the  
Lay Apostolate, and Gaudium et Spes which can be retrieved at  
([www.ewtn.com/library/Councils/V2ALL.HTM](http://www.ewtn.com/library/Councils/V2ALL.HTM)); or [www.vaticanii.org/council/docs/](http://www.vaticanii.org/council/docs/)

## **OPTIONAL TEXTS**

Sofield, Loughlan, and Carroll Juliano. Collaboration: Uniting Our Gifts in Ministry.  
Notre Dame: Ave Maria Press, 2000. ISBN 0877936838; 978-0877936831.

United States Conference of Catholic Bishops. Co-Workers in the Vineyard of the Lord.  
Washington, DC: USCCB Publishing, 2006. ISBN 1574557246; 978-1574557244.

## **REQUIRED ARTICLES**

Password for E-reserves: TH541Jan08

## **WRITTEN ASSIGNMENTS**

All written assignments should use MLA format, use double spacing unless otherwise noted.

# Your Instructor

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**Name: Linda Perrone Rooney**  
**Email: [lrooney@sjcme.edu](mailto:lrooney@sjcme.edu)**  
**Phone: (863) 324-7126 between 7-8 pm. EST**

Hi and Welcome to TH541: Church Leadership and Management.

I am President of Rooney Consultants, based in Winter Haven, Florida. Rooney Consultants strives to make the world a better place one person at a time by offering professional, organizational, pastoral, and theological services to faith-based organizations, educational and health-care institutions, non-profit organizations and individuals. I've assisted numerous dioceses, parishes, national associations, boards, health care institutions, groups and individuals to reach their goals and improve the quality of their lives and work.

I first joined the faculty of Saint Joseph College in 2001, after serving on graduate faculties in other Catholic Universities over the years. At SJC, I've taught both distance and on-campus courses in Ecclesiology, Christology, Theology of Ministry, Theological Reflection, Spiritual Direction and Church Leadership and Management and Ministry to the Aging, Sick and Dying. I've also supervised graduate projects. I received my Doctor of Ministry Degree from Pittsburgh Theological Seminary and am certified in over ten areas of ministry and administration specialties.

Having served as Director of Lay Ministry Development for the Diocese of Orlando for 25 years, I bring to this course a broad range of knowledge and experience in church-related ministry and management. I've held positions as Elementary teacher, Principal of a High School, Manager of Migrant Child Care Project, Director of Religious Education in several parishes, Board Chair of the National Association for Lay Ministry (NALM), Regional Director and Leadership Council member of the National Association of Catholic Chaplains (NACC), Director of a large, multicultural lay ministry department, Catholic chaplain and CPE supervisor, grant writer, teacher in Community College nursing programs and most recently, founder and director of my own consulting firm.

In addition to this work experience, I am a practicing spiritual director, teach in adult education courses and offer coaching services. I've written and published two video-based training programs and numerous articles, including an everyday spirituality column for a local newspaper. I've had four books published with due 2009.

My personal leadership style is collaborative. I believe vision distinguishes leaders from managers but both vision and management skills are necessary for a leader to be effective. While continuing to manage my own business and ministry, I attempt to perfect the skills you will learn in this leadership course and to live the Christian values that are the foundation for my vision.

# Student Resources

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## COURSE POLICIES AND PROCEDURES

Current information regarding College policies affecting your course can be found on the Resources/Policy section of the ANGEL course homepage.

On this page, you will find vital information, including the following:

- Current Student Handbook, outlining course-specific policies
  - *Includes grading rubric*
- Access to support resources, including advising and online tutorial services
- Student Success Guides

## SUBMITTING ASSIGNMENTS

Instructions on how to submit your assignment to your instructor can be found on your ANGEL course site.

# Course Overview

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## COURSE INTRODUCTION

This course relies on leadership theory, reflection, personal integration, and pastoral application. It will assist you in understanding the theory, dynamics, and challenges of Church leadership and management in the twenty-first century (and by extension, broader Christian leadership and management) and in articulating and translating your leadership vision into reasonable, ethical, and

effective management principles and actions for use in the church or other arenas. The uniqueness of this course is its foundation in the values and teachings of the Gospel of Jesus Christ. Throughout the course, you will be encouraged to assess your opinions, decisions, and activities within the framework of the Gospel. Whether you find your primary leadership focus in the traditional workplace, your home (the domestic church), or in ecclesial ministry within a faith-based congregation, you will learn to integrate what you believe with what you do and will develop a system/style of leading consistent with a Christian ethical and spiritual value system.

This course is based on several premises:

- Leadership and management are not interchangeable. One can manage without being a leader, but every leader needs to understand and be able to practice good management.
- Church leadership in the twenty-first century needs to root itself in the Gospel of Jesus Christ and in the particular theology of one's faith system. The operating faith system for this course is Roman Catholic. It is intended that students of other faiths will be able to articulate their own theological principles as they affect and impact the course material.
- Christians can adapt concepts and techniques developed and used in other sciences to lead in the workplace, home, and church.
- In order to integrate the principles covered in this course, interactive and project-based activity is a primary tool of the learning process.

TH 541 is structured into five units. Each unit has 1-3 lessons. Each lesson attempts to build on prior lessons, unit by unit. This course offers a unique grounding in that each

participant will choose an area of leadership in which to focus his or her learning experience. You will be invited to determine which area of your life (with the expectation that most will choose Church leadership) will become the lens through which you will learn and apply the course content. This will help you think practically to develop a set of goals and actions for use in your real life. You can expect to read, do additional research, take assessments, develop materials, and create vision and mission statements, as well as goals and objectives, and reflect on how spirituality engages your leadership, helps you develop teambuilding and conflict management skills, and apply ethical principles.

TH 541 is a true course in pastoral theology. You learn theory and then learn to apply it. It is challenging but very rewarding in both a theoretical and extremely practical way. You will do best by being very attentive to the readings supplied (including the study notes), taking care to address the assignments fully and in a timely manner, and taking the risk of offering original ideas that demonstrate your ability to take your learning “outside the box.” As long as you stay true to the foundations and principles taught in the course, or you can express credible alternative theories and insights, you will do well. Be creative, think practically, and lead.

## **COURSE OBJECTIVES**

Upon completing this course, you should be able to do the following:

- Demonstrate an understanding of leadership theory and principles as well as the difference between leadership and management.
- Cite examples of the primary activities of leadership and management with regard to team building, collaboration, and conflict management.
- Construct a plan that includes vision and mission statements, goals, action steps, and evaluation processes for a specific leadership focus.
- Identify and apply ethical principles to leadership situations.
- Articulate a spirituality of leadership that synthesizes the course learning in the context of Gospel imperatives.
- Produce an annotated bibliography of relevant resources in a chosen field of leadership.
- Design, implement, and evaluate a Leadership Project which integrates course material and demonstrates course application to a concrete area of leadership need.

## COURSE FORMAT

This is an accelerated seven week online course: five weeks online, one week campus residency, and two weeks online. The five units in TH 541 are developed in a reflective manner: Leadership Foundations, Spirituality of Leadership, Vision-Planning-Authenticity, Management Skills, and Ethics. The course uses the following components to engage these topics, measure your understanding of the course content, and assess your ability to apply what you have learned to actual situations:

- Reading and journal keeping are an essential part of the course. In addition to the assigned reading and optional suggestions, materials will be listed on E-Reserves and various website links will be offered for consideration.
- A Case Study will be used as part of the ethics discussion.
- Assessment instruments such as conflict management styles will help you assess your personal place within a specific content of learning and then apply that information to the learning objectives. Self-tests will also be used to help you master terminology.
- Interviews, including developing a set of interview questions and interviewing three people in leadership.
- Written assignments where each unit will require one or more written assignments and related activities.
- Discussion Board (Angel) participation with instructor and classmates. A full description of this involvement can be found in the syllabus.
- A researched Leadership Project is required after finishing Unit 5. The material for the research project will be accumulated and outlined during the course itself and then implemented, evaluated, and turned into a research paper for the final portion of the course.
- Other learning tools will be employed as needed to enhance the course.

In summary:

May 25-June 19, 2009	Online
June 22-26, 2009	Campus Residency
June 27-July 3	Online

## COURSE GUIDELINES

- Unit 1 is more time-consuming than the other units; you are expected to complete some extensive reflective reading and analysis. In Unit 1, you will also determine your leadership focus for the entire course. You will be best served if you determine your leadership focus at the outset, prior to your reading or as you read, so that you can be more proactive as you complete your reading assignment. However, some students have found that after the first unit reading they were clearer on what their focus would be. The written assignment for each unit and the leadership project revolve around your chosen leadership focus in one way or another. Be sure to spend adequate time in choosing that focus.
- Read through the entire study notes, especially the reading and written assignments, before beginning the course. By doing this, you can see how each unit is connected to the others and will notice that each unit builds on the one before it.
- Begin journaling now as you prepare to start the course. What strikes you as you read the study guide? What feelings rise up? As you read, enter into the journal both your thoughts and feelings, as well as questions that arise, scenarios/cases from your own life that come to mind, issues you would like to pursue, or articles you would like to write. In other words, allow your journal to be your alter ego.
- This is your course. To get what you need out of it, approach it as a consumer. What is the outcome you want? Dialogue/write/query in such a way that your instructor understands your goals and is enlisted as an assistant in your quest.
- Use of good grammar/spelling is essential. If this is not your strength, then be sure to use Smarthinking or a competent proofreader. Send your “best” work since your grade will be affected by the quality of the work, not just the content.
- Pay special attention to the specifics of each unit and its assignments. This is a course in applied theology. Its foundation is good pastoral theology applied in appropriate pastoral practice. In this course, it isn’t enough to know the material intellectually. You will need to demonstrate your ability to apply your knowledge effectively to concrete pastoral issues.
- Use MLA format for citations and bibliographic entries.

## EVALUATION

- Class Participation .....40%
- Written Assignments.....35%
- Final Project.....25%

**PLEASE NOTE:** If life gets in the way of your online classroom responsibilities, you

must notify your instructor as soon as you are aware that events may occur that may inhibit you from participating at the required level.

# Class Schedule

PERIOD	TOPIC	ASSIGNMENT
<p>Week One Online: May 25-29</p> <p>Obj: Describe leadership, assess your potential, identify your leadership focus</p>	<p>What is Leadership?</p> <p>DePree, Leadership is An Art (entire)            Bennis/Nanus, Leaders: Strategies for Taking Charge (entire)            Sipe, Servant Leadership (Introduction)</p> <p>E-Reserve            “Leadership Qualities” retrieved from <a href="http://www.nsba.org/sbot/toolkit/LeadQual.html">www.nsba.org/sbot/toolkit/LeadQual.html</a> , National School Boards Association, March 2008.            “Leadership Self-Assessment,” <a href="http://www.nsba.org/sbot/toolkit/LeadSA.html">www.nsba.org/sbot/toolkit/LeadSA.html</a>, National School Boards Association, March 2008.            “Understanding Leadership Styles,” Retrieved from <a href="http://www.mindtools.com/pages/article/newLDR_84.htm">www.mindtools.com/pages/article/newLDR_84.htm</a>, March 2008.</p>	<p><b>ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Look up the following Scriptures and list some of the personal qualities Christian leaders need: 1 Tim. 3: 2-7; 1 Pet. 5:1-5; Mark 10:42-45.</li> <li>2. <b>Reflection and Journaling:</b> <ol style="list-style-type: none"> <li>a. In all your reading, what most grabs your attention? Why?</li> <li>b. If you had to describe leadership to another person using only one symbol, what would it be? What does that symbol say to you about leadership?</li> <li>c. Name <b>at least three</b> Christian leaders you admire. Why did you choose them? Which characteristics of a Christian leader do these</li> </ol> </li> </ol>

		<p>people personify?</p> <p>d. How do the “seven pillars” speak to the other reading for this unit?</p> <p>3. Read the Leadership Qualities article in e-reserve, complete and reflect on the Leadership Self-Assessment found on Angel. This latter does not need to be written but the fruit of it can be incorporated into your other written assignment(s).</p> <p>4. Read the Understanding Leadership Styles article in e-reserve</p> <p>5. Complete the Leadership Thinking Survey <a href="#">found on Angel in the section labeled Course Resources</a> and note what biases you bring to this course.</p> <p><b>Write and Bring to Day 1, on campus.</b></p> <p>1. Write a 3-5 pp. paper that articulates the following.</p> <ul style="list-style-type: none"> <li>• Your understanding or definition of leadership and how the assigned reading and instructor’s notes have affected this understanding. (No fewer than 2 pages)</li> <li>• Your reaction to the definition of</li> </ul>
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		<p>Christian leadership given at the beginning of this unit and what are the unique characteristics of Christian leadership?</p> <ul style="list-style-type: none"><li>• <b>Determine</b> your leadership focus for this course. Are you choosing to focus your pastoral application and final leadership project in a work, home, or church ministry setting? What factors contribute to your choice? How do your responses to 1a. and b. above apply to this focus area? Note: While you may have several situations in which you or others consider you a leader, choose the one that you think is most important for you to explore and develop at this time.</li><li>• Submit your Journal entry electronically</li><li>• Be prepared to discuss the questions 1-5, pp. 12-13, <i>Servant Leadership</i>, in class, based on the area of your leadership focus.</li></ul> <p>Discussion Board: Using the material in this week's segment, which applies to your leadership? In what ways do you need to grow?</p>
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<p>Week 2: June 1-5 Obj. Distinguish leadership &amp; management</p>	<p>Title: Leadership and Management</p> <p><b>REQUIRED READINGS</b></p> <p>Bennis and Nanus, Leaders: Strategies for Taking Charge DePree, Leadership is an Art</p>	<p><b>ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>• Read John 21:15-17 and list the ways in which you feed and/or tend those whom you lead within your leadership focus. [In this Scripture reading, Christ asks Peter if he loves Him three times. And after each response, Peter is told to feed and tend the flock. Feeding is not the same as tending. The Greek words <i>boskein</i> (feed) and <i>poimainein</i> (tend) have different meanings. Raymond Edward Brown writes, “Those who feed (<i>boskein</i>) supply nourishment, but those who tend (<i>poimainein</i>) have the power of rulers and governors” (1105). God’s people need not only the nourishment of the rituals of religion; but also, the right qualities and quantity of leadership and organizational attention. As a rule, leaders feed and managers tend.]</li> <li>• <b>Reflection and Journaling:</b> <b>What are the characteristics you most need to cultivate in order to become a good leader?</b></li> </ul>
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		<p><b>A good manager?</b></p> <p>○</p> <p><b>WRITTEN ASSIGNMENTS: Write and Bring to Day 1 on campus</b></p> <ul style="list-style-type: none"><li>• Write a two page synopsis of the relationship between leadership and management, including the distinguishing characteristics of each. Conclude with a two page assessment of how this information is active within your own leadership focus. Are you more of a leader or manager? Why or why not? What may need to change? In what ways do you “feed” those you lead? In what ways do you “tend”?</li><li>• List five or more questions regarding leadership (as it applies to your focus area) that you want to answer by the end of this course. Answering these questions will be part of your goals as related to the leadership focus you have selected.</li><li>• <b>Submit your journal entry electronically</b></li></ul>
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		<p><b>DISCUSSION BOARD</b></p> <p>Using your leadership focus as the context, discuss your experience with leaders who lack management skills. How do poor management skills affect others? What would you like to see leaders in your focus group learn and why?</p>
<p>Week 3: June 8-12</p> <p>Obj. To explore a spirituality of leadership</p>	<p>Title: <b>A Spirituality of Leadership and Ethics</b></p> <p>Nouwen, In the Name of Jesus (entire)</p> <p>The Gospel According to Luke</p> <p>Gen. 1:26-27; Col. 3:9-11; John 6:56 and 15:5,7; 1 John 3:23-24;          Luke 10:33; and Matt. 18:20.</p> <p>Flannery, Vatican II Documents, “Lumen Gentium”</p> <p>Sipe, Servant Leadership: Pillar 1-2: pp. 15-44</p> <p>Rabbi Blanchard, Spirituality and Health Magazine: Five Qualities of Successful Religious Leaders, Fall, 2002, p. 27. Retrieved at <a href="http://www.spiritualityhealth.com/NMagazine/articles.php?id=523">http://www.spiritualityhealth.com/NMagazine/articles.php?id=523</a> [You must login in order to read the article – you can register for free.]</p> <p>Halstead, Kent. Servant Leadership for Congregations, Chapter 6:</p>	<p><b>ACTIVITIES</b></p> <p><b>Reflection &amp; Journaling:</b></p> <ol style="list-style-type: none"> <li>a. What does the Servant Leadership book discussion on foresight and systems thinking add to your understanding of this unit?</li> <li>b. How does foresight and systems thinking practically affect your vision, mission and principles? Where did you see it making a difference in how you produced the assignments for this unit.</li> </ol>

	<p>“Personal Dimensions of the Servant Leader”, found at <a href="http://www.servantleadershipbook.org">www.servantleadershipbook.org</a> Read this chapter and any others that interest you.</p> <p>Go to <a href="http://www.teal.org.uk/servantleadership/index.htm">http://www.teal.org.uk/servantleadership/index.htm</a> , click the tab for Leadership Characteristics and then, Servant Leadership and Servanthood. Read the article.</p> <p>Exodus 2-18</p> <p>Helpful websites</p> <p><a href="http://www.butler.edu/studentlife/hampton/principles.htm">http://www.butler.edu/studentlife/hampton/principles.htm</a>  <a href="http://www.leadersdirect.com/servant.html">http://www.leadersdirect.com/servant.html</a></p> <p><b>Ethics and Leadership</b></p> <p>Gula, Richard. <i>Ethics in Pastoral Ministry</i>. New York: Paulist Press, 1996, Chapters.</p> <p><b>E-reserve</b></p> <ul style="list-style-type: none"> <li>• Grace, Bill. “Ethical Leadership.” Taken from The Center for Ethical Leadership, 2007, retrieved March 2008.  <a href="http://www.ethicalleadership.org/philosophies/ethical-leadership">http://www.ethicalleadership.org/philosophies/ethical-leadership</a>,</li> <li>• King, Dr. Martin Luther. “The Three Dimensions of a Complete Life.” A sermon preached at New Covenant Baptist Church, Chicago, Illinois, April 9, 1967. Retrieved from The Wabash Center Resources, <a href="http://www.wabashcenter.wabash.edu/resources/result">http://www.wabashcenter.wabash.edu/resources/result</a></li> </ul>	<p><b>DISCUSSION BOARD</b></p> <p>Describe a story in the Gospel of Luke that best describes your understanding of Christ-like leadership? To what action does this story inspire and motivate you?</p> <p>Also discuss two contemporary leaders who serve within the same field of leadership you have chosen as a focus and who exemplify servant leadership. Explain why you chose them and what you will take from them to add to your own leadership.</p>
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	<p><a href="#">browse.aspx?topic=653&amp;pid=626</a> March 2008.</p> <ul style="list-style-type: none"> <li>Federwisch, Anne. "Toward an Ethical Culture: Characteristics of an Ethical Organization," Markkula Center for Applied Ethics, Santa Clara University, Santa Clara, CA., April 2007. Retrieved from the Center Newsletter, March 2008, <a href="http://www.scu.edu/ethics/practicing/focusareas/business/organization.html">http://www.scu.edu/ethics/practicing/focusareas/business/organization.html</a> *Note: If you go to the original article, you are able to access the power point presentation by Dr. Ken Hanson that is the basis for this article.</li> <li>Keenan, Rev. James, S.J. "Church Leadership, Ethics and the Future," Santa Clara, CA: Santa Clara University, 2006. Retrieved from the Ignatian Center Lectures Archive, March 2008 at <a href="http://www.scu.edu/ignatiancenter/events/lectures/archives/upload/s06_keen.pdf">http://www.scu.edu/ignatiancenter/events/lectures/archives/upload/s06_keen.pdf</a></li> </ul> <p>Helpful website(s)</p> <p>Resources on Catholic Social Teaching  <a href="http://www.oldstpats.org/social-concerns/justice-initiative/film-series/documents/AdditionalResourcesonCatholicSocialTeaching.pdf">http://www.oldstpats.org/social-concerns/justice-initiative/film-series/documents/AdditionalResourcesonCatholicSocialTeaching.pdf</a></p> <p>Compendium on the social teachings of the Church:  <a href="http://www.vatican.va/roman_curia/pontifical_councils/justpeace/documents/rc_pc_justpeace_doc_20060526_compendio-dott-soc_en.html">http://www.vatican.va/roman_curia/pontifical_councils/justpeace/documents/rc_pc_justpeace_doc_20060526_compendio-dott-soc_en.html</a></p>	<p><b>Ethics</b>  Reflection and Journaling, submit electronically</p> <ol style="list-style-type: none"> <li>Have you ever questioned the ethics displayed within your professional milieu? What did you do?</li> <li>What are the ethical characteristics of an organization and how do they apply within your leadership focus?</li> <li>As a servant-leader, what can you do to improve the ethical environment and practice(s) within your leadership focus?</li> </ol> <p>Written Assignments</p> <p>Imagine writing a white paper [an authoritative report setting out issues and principles on an issue] to prepare your leadership team for an in-service discussion. Based on the insights of your required reading for this unit and other research you might do, write a 3-5 page "white paper." Include but do not limit yourself to the following:</p>
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	<p>Busy Christian's Guide to Catholic Social Teaching:  <a href="http://salt.claretianpubs.org/cstline/tline.html">http://salt.claretianpubs.org/cstline/tline.html</a></p> <p>How To Write A Case Study  <a href="http://www.gttp.org/docs/HowToWriteAGoodCase.pdf">http://www.gttp.org/docs/HowToWriteAGoodCase.pdf</a></p> <p><b>Supplemental:</b>  Stanley Hauerwas. <i>The Peaceable Kingdom: Primer in Christian Ethics</i>. Notre Dame: Notre Dame Press, 1983.</p> <p>Keenan, James F. and Joseph Kotva, eds. <i>Practice What You Preach: Virtue, Ethics and Power in the Lives of Pastoral Ministers and Their Congregations</i>. Franklin, Wis.: Sheed and Ward, 1999.</p> <p>Walter E. Wiest and Elwyn A. Smith. <i>Ethics in Ministry: A Guide for the Professional</i>. Minneapolis: Fortress, 1990.</p>	<ul style="list-style-type: none"> <li>• The understanding of ethics you want to impress on your team in carrying out its leadership.</li> <li>• Five important ethical questions you want considered before any major decision is made</li> <li>• Three-five behaviors each team leader should model that are consistent with your understanding of ethics within your given leadership focus.</li> <li>• The theological assumptions that you are making in developing this paper.</li> <li>• <b>Bring this paper to campus class on ethics</b></li> </ul> <p>Discussion Board</p> <p>In what ways do you most need to grow in the use of power and in developing a personal and professional ethical standard? How does a right understanding of power affect the formation of an ethical leader?</p>
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<p>Week 4: June 15-19</p> <p>Obj. Describe the difference between vision &amp; mission; create vision &amp; mission statements and a plan of action</p>	<p>Title: Vision, Mission and Planning</p> <p>Bennis/Nanus: Leaders: Strategies for Taking Charge, Strategy I</p> <p>Study Notes</p>	<p>Written assignments:</p> <ol style="list-style-type: none"> <li>1. Compose a three-five page paper that expresses the following and <b>bring to campus</b>: <ol style="list-style-type: none"> <li>a. Your personal mission statement (Why you are on this earth?)</li> <li>b. Your vision statement for your leadership focus</li> <li>c. Your leadership focus mission statement “for the next year”</li> <li>d. The principles that are the foundation for your vision of leadership and your mission (be sure to describe each of them briefly, don’t just list)</li> </ol> </li> <li>2. Using your leadership vision statement, mission statement and principles as the foundation <ol style="list-style-type: none"> <li>a. Develop a planning form and</li> <li>b. Create a plan of action (on your form) to move your mission forward in the coming year.</li> </ol> </li> </ol>

		<ul style="list-style-type: none"><li><b>i.</b> Construct this plan using a format of Goals, Objectives and Action Steps as addressed in your study guide and readings. (see Angel for a sample)</li><li><b>ii.</b> Address no less than three goals nor more than six. Each goal should have no less than three objectives, and each objective a series of action steps. Make specific note of Cost, Human resources, Materials, Time and Authority needs.</li><li><b>iii.</b> Include note of who is responsible for each objective</li><li><b>iv.</b> Indicate what method(s) you will use to evaluate your plan.</li></ul>
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		<p>Bring your plan to class</p> <p>Discussion board: Why is a leader's vision important? Who is the most visionary leader you ever worked with? Describe this vision and how it affected others. Was it ever achieved?</p>
<p>ON CAMPUS CLASS</p> <p>June 22 Monday</p>	<p>Leadership and Management</p> <p>Clarification of the Week, participation, reading and assignments</p> <p>A review and expansion of the material on Leadership and Management (Week 1 -2 online). Discussion of written assignments. Submit papers. (If time permits we'll begin Vision and Mission)</p>	
<p>June 23 Tuesday</p>	<p>Vision, Mission and Planning</p> <p>Review and expansion of Week 3 online material, discussion of written material.</p>	<p>Review Sample Case Study for discussion tomorrow.</p>
<p>June 24 Wednesday</p>	<p>Ethics and Spirituality in Leadership</p> <p>Review and expansion of Week 5 online material;</p>	<p>Read e-reserve materials on Collaboration and Team-Building noted under July 25.</p>

<p>June 25 Thursday</p>	<p> Collaboration, Team Building and Conflict Management</p> <p>Activities and discussion related to key leadership skills</p> <p>Sipe, Servant Leadership: Pillars 3-4: pp.44-103</p> <p>E-Reserve</p> <ul style="list-style-type: none"> <li>• Devoy, Francis W. “Collaboration, Consensus And Communion: Matters Of Character &amp; Heart” Australian E-Journal of Theology: February 2005, Issue 4, ISSN 1448 – 632. Retrieved March, 2008 <a href="http://dlibrary.acu.edu.au/research/theology/ejournal/aejt_4/devoy.htm">http://dlibrary.acu.edu.au/research/theology/ejournal/aejt_4/devoy.htm</a></li> <li>• Cherney, Jay K. PhD. “Appreciative Teambuilding: Creating a Climate for Great Collaboration.” Teambuildinginc.com, April 2, 2003.</li> <li>• “Effective Teams Strive for Consensus.” Washington, D.C.: U.S. Office of Personnel Management, 1999. Retrieved from the web at <a href="http://www.opm.gov/perform/articles/1999/apr99-5.asp">www.opm.gov/perform/articles/1999/apr99-5.asp</a>, March 2008.</li> <li>• “Model Leads to More Effective Teams.” Washington, D.C.: U.S. Office of Personnel Management, 1996.</li> </ul>	<p>Read e-reserve materials related to Conflict Management</p> <p>Reading material in these chapters will be used to supplement and discuss in-class activities</p>

	<p>Retrieved from the web at <a href="http://www.opm.gov/perform/articles/007.asp">www.opm.gov/perform/articles/007.asp</a>, March 2008.</p> <ul style="list-style-type: none"> <li>• “Team Climate Survey.” National School Boards Association. Retrieved at <a href="http://www.nsba.org/sbot/toolkit/TeamSur.html">www.nsba.org/sbot/toolkit/TeamSur.html</a> March, 2008.</li> <li>• McNamara, Carter, MBA, PhD. “Basics of Conflict Management,” adapted from <i>Field Guide to Leadership and Supervision</i>, Australia: Authenticity Consulting, 1997-2008. Retrieved from <a href="http://www.managementhelp.org/intrpsnl/basics.htm">www.managementhelp.org/intrpsnl/basics.htm</a>, Free Management Library, a service mark of Authenticity Consulting, LLC, Minneapolis, Minnesota, March 2008.</li> <li>•</li> </ul>	
June 26 Friday	Collaboration, Team Building and Conflict Management cont’d./ Summary and Closing	
Week 6 Online June 29- July 3	Complete the Leadership Project and Submit	<p>Discussion Board</p> <p><b>After</b> submitting your final project, discuss your experience of this course and what you have realized about Church leadership that will make you a better leader in the future. What was your most significant learning?</p>

# Final Project

The final assessment for TH 541 is in the form of a Leadership Project which will be reported in a 10-15 page essay with appropriate bibliography and attachments. This project will take into consideration all of your reading, personal experience, written assignments, journal entries, online and on campus discussion interaction, and personal prayer during the course and, at the same time, articulate a practical pastoral response to a leadership issue of your choice, which is to receive prior approval from your instructor.

The Project:

1. The four primary themes discussed within this course: vision, spirituality, management, and ethics
2. Your choice of the most important leadership issue facing the Church and its leadership within each of the above four categories (one issue in each category)
3. A description of any ethical implications inherent in each chosen issue.
4. One practical/pastoral suggestion for each chosen issue of how the Church might positively go about addressing that issue.

In summary, the paper will address four themes, four issues (one per theme), ethical implications within each issue and four pastoral strategies (one per each issue). The essay should be typed, double-spaced, using 12-point font, with one-inch margins, and properly cited using Modern Language Association (MLA) notation. The essay may be submitted along with Unit 5 or following your reception of grade for Unit 5.

The Leadership Project will make up 25 percent of your grade for this course. Grading will be based on your ability to demonstrate your understanding and integration of the body of material covered in the course, identifying issues based on solid criteria, and applying an appropriate and practical pastoral approach to your theoretical understanding.



# The Online Learning Environment



## Online Discussion: What Is Expected of You

1. Class participation: using the course discussion board is an essential learning activity and a required component of this course. You are required to contribute at least three substantive postings that are thoughtful and add value to the overall discussion by offering both critical and creative thoughts and by building on the thoughts and comments of others.
2. Personal Responsibility: if life gets in the way of your course, then you must notify your instructor as soon as possible. Your instructor is here to help you learn as much as you can; he/she needs to know what is happening in order to facilitate your learning.
3. All postings in response to discussion questions (yours or classmates) should be on point and between 400- 600 words. You should respond to at least two classmates per discussion topic, in addition to posting your own response to the topic.
4. The purpose of engaging in discussion is to extend your learning and to deepen your understanding of concepts presented in the course. The expectation is **not** to have everyone repeat what was read; but to share ideas, perspectives, concerns, experiences, and understanding, always trying to go beyond what we (currently) know.
5. The discussion topic for each unit will be posted on Angel and you can respond to them in a self-paced way. If there are no classmates logged on when you post, check back throughout the course as people join the course at different times.
6. Read the posting on Online Etiquette first.
- 7.

# ANGEL Information

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This course has an online ANGEL component. Please review the checklist below. Before your course begins you will receive a letter from the College with instructions on how to access your account, which will include your log on and password.

If you need technical support, please contact the 24-hour Collegis HelpDesk:  
**1-(877) 725-4357 or email: <https://hdo.collegis.com>**

## Checklist for Online Learners

In order to complete this course, you will need the following:

- ANGEL account (will be assigned to you by Saint Joseph's College)
- Basic computer skills
- Computer with speakers or headphones
- Internet access
- Required materials