



**NEW ORLEANS**  
BAPTIST THEOLOGICAL SEMINARY

## **Building and Managing an Effective Organization**

Professional Doctoral Seminar – CEAM 8303

New Orleans Baptist Theological Seminary

Spring Semester

April 22-24, 2025

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Special Guest: Dr. Brett Golson, Vice-President of William Carey University

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### **Mission Statement**

*New Orleans Baptist Theological Seminary and Leavell College prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.*

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### **Purpose of the Course**

The purpose of this course is to study organizational theories and practice applicable to the local church or ministry context. Topics of discussion will cover volunteer enlistment, leader training, church staffing, administrative guidelines and managing change. Special attention is given to organizational purpose and design.

### **Course Description**

This seminar offers useful and practical guidance in understanding church structure, diagnosing ministry effectiveness, and managing organizational change. Critical skills necessary for managing the organizational design, values, beliefs, and attitudes in the local church will be discussed.

### **Student Learning Outcomes**

By the completion of the course, each student will have had an opportunity to ...

1. To be able to diagnose the organizational system of their church or ministry context.
2. To formulate an organizational design to facilitate a change process in ministry.

3. To utilize different organizational designs for application into a church/ministry setting.
4. To assess the strength and weaknesses of a church/ministry and its potential for development and growth.

## **Textbooks**

NOTE: Review the list of assignments before purchasing textbooks. Not all textbooks will be required by each participant in the class. Some books are assigned to specific groupings.

Each student is to read the following textbooks and be prepared to integrate their content into seminar discussions and presentations:

Bolman, Lee G. and Terrence E. Deal. *Reframing Organizations 6<sup>th</sup> Ed.* Hoboken, NJ: Jossey-Bass, 2017.

Bolsinger, Tod. *Canoeing the Mountains.* Downers Grove, IL: IVP Books, 2015.

Elmore, Tim. *A New Kind of Diversity: Making the Different Generations on Your Team A Competitive Advantage,* Atlanta, GA: Maxwell Leadership, 2022.

Morgan, Tony. *The Unstuck Church.* Nashville, TN: Thomas Nelson, 2017.

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### **And one of the following as assigned:**

(4a) Browning, Dave. *Deliberate Simplicity: How the Church Does More by Doing Less.* Grand Rapids, MI: Zondervan, 2009.

(4b) Dean, Jody. *Managing the Ministry: A Practical Guide to Church Administration.* Nashville, TN: B&N, 2024.

(4c) Scroggins, Clay. *How to Lead When You're Not in Charge.* Grand Rapids, MI: Zondervan, 2017.

## **Seminar Requirements**

### ***Before the Seminar***

1. **Content Outline:** Review the Reframing Organization text and create a framework for a church for a healthy organization that factors the framework for the structure, human resource, and leadership practices in light of a shifting culture and changing ministry environment. This assignment should be 3-4 pages in length double spaced and each colleague will present their perspective during seminar discussions.

- 2. Book Summary:** Each student will complete a two-page application handout of “Canoeing the Mountains.”

Each summary should include a brief summary of the book, key ideas and principles, strengths and weaknesses of the author’s position, and points of agreement and disagreement. The application insert should be related to the student’s personal ministry context and should identify at least five potential application points. Headlines and bullet points should be cited on the reverse side with adequate space for notes by class members.

**Due Date:** Students are to post the application summary on Canvas no later than Monday, April 21, 2025.

- 3. Reaction Paper.** Each student will be assigned either *Deliberate Simplicity, Managing the Ministry Economics*, or *How to Lead When You’re Not in Charge*, as a practical application textbook. Students will prepare a two-page, single-spaced **Reaction** to the assigned book. The reaction should involve a discussion of five (5) **key insights** from the book as applied to church organizational structure and five (5) **implications** for church organizations. (Note: This assignment does not require a formal full-book critique.)

**Due Date:** Students are to submit their paper in Canvas (April 22, 2025) and be prepared to discuss the insights and applications during the seminar.

- 4. Organizational Assessment and Improvement.** Each student will write a one-page case study of a specific organizational issue or area of needed improvement in their current or previous ministry setting. Copies of the case study will be e available to seminar participants through Canvas. Please do not include the names of individuals. Be prepared to present in 7-10 minutes during our seminar meeting. This is a single-space non-Turabian formatted assignment (Due on the first day of class).

### ***During the seminar***

**Seminar Presentations:** Each student will be involved in seminar presentations and discussions involving Assignments 1-4.

**Seminar Participation:** Students are expected to be active participants in all sessions of the seminar. Note: The seminar actually begins with the receipt of the syllabus and continues through the material completed after the three-day component. The seminar does not consist only of the three-day session time component.

### ***Following the seminar***

- 5. Application of Organizational Principles.** Each student will evaluate his current church or ministry organizational structure utilizing the ideas and principles discovered and discussed during the seminar. A 5-6 page application paper outlining appropriate actions to address the issue or improvement prepared and presented as a **case study**

(assignment 4). This paper should be double-spaced, written according to Turabian 9<sup>th</sup> edition regarding footnotes, headings/subheadings, margins, pagination, cover page, etc. **Due: June 1, 2025.**

6. **Evaluation of Church/Ministry Organizational Structure** Each student will evaluate his current church or ministry organizational structure utilizing the strategies discussed in the book *The Unstuck Church*. In this post-seminar assignment the student will discuss one organizational change for their church or other ministry context. Also any systems that the church needs to developed or retooled should be discussed. For each change briefly suggest an implementation plan. The valuation should conclude with approximately two pages of reflection by the student of how incorporating seminar content will impact their ministry performance. The evaluation will be approximately 5-6 pages, double-spaced, written according to Turabian 9<sup>th</sup> edition regarding footnotes, headings/subheadings, margins, pagination, cover page, etc. **Due: June 10, 2025.**

## Evaluation

Reframing Organizations Content Outline	15%
Book Summary “Canoeing the Mountains	15%
Reaction Paper (Assigned Text from list of 3)	15%
Organization Assessment/Case Study Report	15%
Application of Organizational Principles	20%
Evaluation of Church/Ministry Organizational Structure	20%

**Class Schedule:** (specific assignments are subject to change)

The seminar will meet from 1:00 to 9:00 p.m. (CST) on Tuesday, and Wednesday – Thursday, 8:00 a.m. - 4:00 p.m. (CST).

## Tuesday

1:00-1:20pm	Introductions and Seminar Overview
1:20-1:45pm	Biblical/Theological Backgrounds
1:45-2:10pm	<i>Reframing Organizations</i> Group Coordination.
2:10-3:00pm	Planning & Organizing
3:00-3:15 pm	Break
3:15-4:15pm	Staffing & Evaluating <i>A New Kind of Diversity</i>
5:00-6:30pm	Break for dinner
6:30-9:00pm	Case Study Presentations

### **Wednesday**

8:00-8:30am	Devotion & Review
8:30-9:15am	Presentation Preparation (group work)
9:15-10:00am	Presentation <i>Canoeing the Mountains</i>
10:00-10:15am	Break
10:15-11:45am	Presentations: <i>Managing the Ministry</i>
11:45-1:00pm	Lunch
1:00-1:30pm	<i>TED talk on Healthy Organizations with Dr. Golson</i>
1:30-2:30pm	Discussion and Dialogue
2:30-2:45pm	Break
2:45-4:00pm	Talking Points

### **Thursday**

8:00-8:30 am	Devotion & Review
8:30-9:45am	Presentation: <i>Deliberate Simplicity</i>
9:45-10:15am	Break
10:15-11:00am	Presentations
11:00-1:00pm	Chapel & Lunch
1:00-1:45pm	Discussion and Dialogue <i>Leading and Positions/Structure</i>
1:45-2:00pm	Break
2:00-3:30pm	Strategic Structure Forecast <i>The Unstuck Church</i>
3:30-4:00pm	Wrap up, unfinished business, follow up assignments.

Directed Study:

Options can be discussed with the professor as needed.