

**American Baptist Churches of New York State
Lay Study Program**

CHURCH ADMINISTRATION

STUDENT GUIDE

Curriculum Committee
of the
ABC/NYS Lay Study Team

April 5, 2002

Course Description

The Church Administration course is designed to provide the student with practical information that can be readily applied by the student to the wide variety of tasks that are required for proper administration of the church. Not every church, especially the smaller one, is likely to have professional attorneys, accountants, financial advisors, insurance agents and management consultants within their congregations. This course attempts to equip lay members with some of the knowledge and skills to properly do some of the wide variety of tasks necessary for operation of a church. The topics covered will be: Biblical basis and examples from the Bible of good church administration and leadership practices, church organization and structure, church finances, leadership development and styles, legally required reporting, church record keeping, public relations and promotion, personnel, church growth, consensus verses voting, liability and insurance, parliamentary procedure, the role of the local church within the denomination and other items of faculty or student interest. The format will consist of faculty presentations, student discussion and practical student projects and exercises (both in and out of class.)

General Texts & Other Resources

Church Administration and Finance Manual: Resources for Leading the Local Church by Crumway, Kukawka, and Witman

Available through amazon.com for \$27.96 plus shipping
544 Pages, Paperback, September 1998

Church Administration Handbook by Bruce Powers

Available from amazon.com for \$17.49 plus shipping
320 Pages, Paperback, revised and updated February 1997

Leadership Manual of Management and Administration by James D. Berkley

Available from amazon.com for \$17.49 plus shipping
544 Pages, Paperback, January 1997

SCRIPTURES

The use of any standard Bible is recommended. Among such recommended scriptures are: The King James Version (KJV), The New International Version (NIV), Revised Standard Version (RSV), New King James Version (NKJV), New American Standard Bible (NASB), New Living Translation (NLT), 21st Century King James, NIV formatted, or the Amplified (AMP).

STUDY TOOLS

These web sites are available on the Internet.

Bible Gateway: <http://bible.gospelcom.net/bible>

Bible Study Tools: <http://crosswalk.com>

Blue Letter Bible: <http://www.blueletterbible.org>

Multiple search engines such as: [http:// www.dogpile.com](http://www.dogpile.com)

Church & Clergy Tax Guide (latest edition) by Richard Hammar
Price of book only is \$15.95 with CD \$30.95 (for Windows 95/98/NT)
This book is revised annually and published by Christian Ministry Resources

The Church Guide to Employment Law by Julie Bloss
This is available from Christian Ministry resources for \$14.95
This book deals with: sexual harassment, workers compensation, Fair Labor Standards, reference checks, employee discipline, Title VII, discrimination, hiring and firing, affirmative action and many other topics.

Financial Management Resources for Churches and Church Treasurers by Richard Vargo
This book is available through Christian Ministry Resources for \$9.95.

The Church Guide to Planning and Budgeting no author listed
This is available from Christian Ministry resources for \$12.95

The Church Business Meeting by R. Dale Merrill
Available from amazon.com for \$9.00 plus shipping
118 pages, paperback last printed in 1994

The **authors** of this course are: Dr. Joseph O. Perry and Rev. William Harrel from the Curriculum Committee of the ABC/NYS Lay Study Team.

LESSON SCHEDULE, OBJECTIVES, ASSIGNMENTS & ACTIVITIES

Student Requirements and Assessment

The students are expected to read the material as assigned. Each student will complete as scheduled three projects/presentations from the list of projects included in the session-by-session schedule. The instructor's assessment of the student's work in the class will consist of his/her evaluation of the student's oral presentations, any written papers or projects and the quality and degree of the student's participation in the class discussions. An instructor may also choose to use "take home" quizzes. The final grade will be either pass or not pass. (During the discussion questions in each session the instructor can ascertain the student's knowledge, understanding and articulation skills by drawing out individual student participation in the discussions.)

Session One

Premise

There are many facets of church administration. Our opening session deals with an overview of the topics to be covered during this course. These topics include Biblical references to church administration and examples from the scriptures of outstanding practitioners of church management and leadership. Among the topics outlined in this session will be Human Resources, Church Money, Church Property, Congregational expectations of the role of pastor, elements of leadership, planning, organization, staffing, assessing and reporting. In this initial session we will learn the differences between church management and corporation management. This will lead to a discussion of the philosophy of church management and we will explore the biblical example of the leadership of Moses.

Specific Goals for the First Session

The student will gain a general overview of what are the various aspects that constitute church administration and the philosophies behind them. They will also have specific knowledge and understanding of the leadership model that the Lord gave us in the person of Moses.

Assignments for First Session

The student should read from Exodus 18 and other reading assignments that the instructor assigns. These should be completed prior to the first class.

Session Two

Premise

In this session we will look at the aspects of church planning. This will include both long range planning and planning for specific events. The various planning models will be covered as well as development of a mission statement. Our Biblical example of planning will come from Nehemiah.

Specific Goals for the Second Session

The student will have knowledge and understanding of the importance of developing long range plans and goals. The student will be able to develop such goals as may be used in their congregation. The student will also have knowledge and understanding of the importance of having action plans with specific objectives for specific activities within the church. The student will also be able to develop such action plans for specific occasions. The student will also know of the importance and be able to develop a "Mission Statement" for their congregation.

Assignment for Second Session

Prior to the class please read the material in the recommended text or in any collateral reading as assigned by the instructor plus the Book of Nehemiah.

Suggested Action Learning Projects

1. The student will develop a mission statement for their church. They will give the rationale behind each element and section of this statement.
2. The student will develop a set of Long-range goals for their congregation. They will give the rationale behind each element and section of this plan.
3. The student will set up an Action Plan for a one day spiritual retreat sponsored by their church. The student will detail why each step is included in the planning.

In all of the "Action Learning" projects for this course it is expected that the student will go beyond the coverage of the topic from any text the instructor chooses to use and do further research.

Session Three

Premise

Church growth is of pivotal importance to the mainline faiths in the world today. Our entire third session is devoted to planning and implementing procedures for church growth. The philosophy, the need, the planning and implementation of church growth programs will be discussed.

Specific Goals for the Third Session

The student will know and understand the current problems in sustaining and growing our churches. They will know and understand the ramifications of membership trends and of the burdens of declining membership on our existing congregations. They will also explore the philosophy behind church growth and the true meanings of the multiordinal terms such as "church" and "growth". They will learn of what practices seem to be the most effective in growing our congregations.

Assignment for Third Session

Students are to have read the assigned material from the text or collateral readings. In addition the student should read the following scriptures: Revelation 2 & 3, Matthew 28: 18-20

Suggested Action Learning Projects

1. Develop a complete action plan that will start a church growth program in your congregation.
2. Develop a program that will train the members of the Church Growth Council

and the Prospect Action Committee how they can efficiently serve in those capacities.

Session Four

Premise

One of the important aspects that a church leader is involved with is the church meeting. This could be a general congregational meeting or a meeting of one of the various committees or other ministries within a church. In this session we examine some philosophical aspects of meetings, parliamentary procedures, consensus building and some other aspects necessary for productive decision-making.

Specific Goals for the Fourth Session

The student should have knowledge and understanding of the differences and similarities between parliamentary procedure and consensus building techniques. The student should have a basic knowledge and understanding of how to properly function within both the above methodologies. The student will also know and understand general principles of meeting organization and be able to apply them to specific situations.

Assignment for Fourth Session

Students are to have read the assigned material from the text or collateral readings. Students are also to share with the class how their church's constitution and by-laws indicate that decision-making is to be accomplished.

Suggested Action Learning Projects

1. The student could restructure part(s) of their own church's constitution and by-laws and change the decision-making sections from being based on parliamentary procedure to one based on consensus and/or vice versa.
2. The student could construct a brief guide to how to chair a meeting using Parliamentary procedures.
3. The student could construct a brief overview of consensus building techniques that would explain the method to members of their congregations.

Session Five

Premise

The organizational structure of a church is extremely important in its successful ministry in the world. In this session we investigate the overall structures of churches and what might be perceived to be the strengths and weaknesses of such patterns. We then turn our attention to the specific organization structure of the

local church and how this often indicates the success of its mission in the service of God.

Specific Goals for the Fifth Session

The student will have knowledge and understanding of the various overall structures of the churches that are present in the world today. The student will then gain knowledge and understanding of the structure of their own church. Through the study of various church constitutions and by-laws they will learn of potential strengths and weaknesses inherent in these documents and how to build a powerful, efficient structure for their own church's use.

Assignment for Fifth Session

Students are to have read the assigned material from the text or collateral readings and to try to locate and share the mission statement or identity statement for your particular church.

Suggested Action Learning Projects

1. The student could construct a chart that outlines the basic features and perceived strengths and weaknesses of the various patterns of church organizations.
2. The student could present a reference paper that supports via Biblical reference the need for a unified church of God.

Session Six

Premise

Session Six is a continuation of Session Five. We turn our attention to the development of the local church's operating documents. These are usually expressed in the forms of a constitution and by-laws. Other documents could also be included in the governance-operating procedural documents for a church.

Specific Goals for the Sixth Session

The student will have a wide understanding of various types of constitutions and by-laws and be able to evaluate these documents based on Biblical reference, needs of the overall church structure, needs of the local congregation, needs based upon legal requirements and efficient operational procedures. The student will be exposed to methods of rewriting these documents in order to bring them more properly in line with what the church believes and actually carries out its ministry.

Assignment for Sixth Session

Students are to have read the assigned material from the text or collateral readings. Each student should bring in (sufficient copies to share with the class) copies of their local church's constitution and by-laws. (Or other operating documents)

Suggested Action Learning Projects

1. The student could develop an organizational chart that list the various officers, ministries and commissions and where the lines of reporting and hierarchy lead in a local church. This should be of what they perceive to be an ideal structure and not representing one currently in use.
2. The student could form an action plan that would have as its primary goal the revision of their church's constitution and by-laws.

Session Seven

Premise

Sessions Seven and Eight cover the vast area of church stewardship and finances. In these sections general stewardship issues will be addressed such as regular pledges, tithes and gifts, special offerings for purposes such as missions, building programs, memorials, endowments and other types of donations and bequests. We will also deal with financial planning, resource management, reporting, governmental laws and record keeping.

Specific Goals for the Seventh Session

The student will have general knowledge and understanding of procedures used in establishing the pledge drive, dealing with gifts and other types of donations to the church and the establishment of a church budget. The student will be expected to formulate a budget for their local church based on the needs of the church's ministry and the available resources that it would have.

Assignment for Seventh Session

Students are to have read the assigned material from the text or collateral readings. The student should also bring in for class distribution a copy of their local churches current budget and the last financial report that was filed by the church treasurer or other reporting official.

Suggested Action Learning Projects

1. The student could develop a new budget for their church. They should detail what the projected revenues and expenses will be and how these estimates were arrived at.
2. The student could develop an action plan in which the congregation will be asked to support through bequests, memorial giving and the like a new building plan.
3. The student could construct a chart that would detail the IRS and Social Security legal requirements for reporting/withholding wages paid to church employees.

Session Eight

Premise

Session Eight is a continuation of Session Seven. In this session emphasis will be placed on the type and manner of financial records, documents and reporting. Auditing will also be discussed.

Specific Goals for the Eighth Session

The student will have knowledge and understanding of various forms that are used in financial record keeping and reporting in both the "paper" and "computerized" methods. They will also understand the procedures to use in keeping main church checking and savings accounts. They will also be exposed to the use of CDs and other timed deposits. They will know and understand the purposes of audit and have indication of proper procedures for financial matters. These would be procedures that would satisfy legal and audit requirements.

Assignment for Eighth Session

Students are to have read the assigned material from the text or collateral readings. They should also bring in various financial reports from their church and receive information from their local church's financial officer on how their financial records are kept. Please inquire also about any auditing of the books that is done in your congregation.

Suggested Action Learning Projects

1. Construct a document(s) that would suffice for regular reporting of your church's financial activities. Please give reasons for the sufficiency of these documents.
2. Do a survey of the various computerized programs available for financial purposes and detail strengths and weaknesses of each.
3. Survey at least five banks in your area and construct a comparison chart that would detail their interest structure, minimum balance requirements and other factors that would aid a financial officer in deciding where to put the churches resources.
4. Assuming that you were appointed by your congregation to "audit" your church treasurers "books" describe what you would do to be able to confirm to your congregation that the books are accurate and properly maintained.

Session Nine

Premise

Christian Leadership is a crucial factor in the administration of the church. In this session we will explore the role of the Christian Leader, time management, the various leadership styles, when one style or another is most efficient to the task at

hand and will attempt to discern which style the members of the class more closely identify with.

Specific Goals for the Ninth Session

The student will have knowledge and understanding of the role of a pastor within a congregation, the various leadership styles and when one style may prove to be the most efficient for a given task. They will also learn of some of the principles for time prioritization and management. The student will also learn of what leadership style they seem to use most of the time. We will explore the scriptures to learn of the leadership style of our Lord Jesus Christ.

Assignment for Ninth Session

Students are to have read the assigned material from the text or collateral readings. The student should also read sections in the gospels that detail the leadership style of Jesus and also the style of Joseph as told in Genesis.

Suggested Action Learning Projects

1. The student can do a project in which they will create 6 different brief scenarios that might illustrate the efficiency of the various styles of leadership in solving the problems. They would be detailing why one style may be preferable to the others in handling the particular scenario.
2. The student would do a research paper on the Biblical detailing of the leadership and administration style of Christ.
3. The student could do a paper that detailed different roles that a pastor would normally assume that could be done as well by a competent lay leader.

Session Ten

Premise

Our last session contains a vast number of items that were not covered earlier. Publicizing and promoting the church, conflict resolution, church insurance and safety, valuations and assessments of professional and volunteer staff, providing for the handicapped, keeping church documents and records, building security and constructing of forms and form letters are discussed in this session.

Specific Goals for the Tenth Session

The student will know and understand techniques of promotion/publicity, conflict resolution, how to assess the church staff and volunteer leadership, how to survey the church for safety, security, insurance and handicapped accessibility and how to keep church documents and records.

Assignment for Tenth Session

Students are to have read the assigned material from the text or collateral readings. They should also read in the Bible Matthew 18:15-18, Leviticus 19:17, Luke 17:3,

Galatians 6:1, James 5:19-20, John 8: 17, 1Corinthians 6:1-6, 2 Corinthians 13:1, Romans 6:17 and Deuteronomy 19:15. Students also are to bring information about the security techniques (personnel and building), handicapped accessibility and safety items (smoke alarms, fire extinguishers, etc.) for their church. The student should also find out about the type(s) of insurance that their local church carries.

Suggested Action Learning Projects

1. The student can do a capsule summary of what is included in the various insurance policies that their church holds.
2. The student can construct definite criteria and evaluation forms for assessing the service of five church officers. (It must be in sync with constitution and by-laws)
3. The student can construct definite criteria and the procedures wherein the service of your pastor is evaluated. (It must be in sync with your constitution and by-laws plus any employment agreement or contract with the pastor)

