

SYLLABUS

SW505 Strategy and Management of Youth Programs (May, 2007)

CUME (Gordon-Conwell Theological Seminary)
May 14,16,16, 21,22,23 6:30-9:40pm & Sat. 19th, 9am-4pm
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CUME, 90 Warren St., Roxbury

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Purpose of Course

This is an advanced course for youth directors (missionaries and pastors)—developers of (youth) ministries. It assumes:

1. concern for—and some experience as leaders of—youth,
2. understanding of the general theory of youth work and/or Christian ministry, and
3. anticipation of a new or refined (youth) ministry someplace.

Pastors, interested in youth and in improving their own management skills, have found this course helpful.

N.B. As a certificate student, you are taking this course with degree students and are not responsible to do all the reading or assignments they must do. You are expected to attend all sessions, fulfill all work of the Life Planning Workshop, and to know what each of the texts are about—by skimming them, reading cover and Table of Contents, Amazon reviews, etc. Your assignments appear below.

Basic Goals of Course

- To confirm our gifts and callings,
- To make sure of our own life management,
- To help us become better leaders and managers in ministry,
- To prepare ourselves for our next step in ministry.

Further Explanation of Goals

1. To understand your **self**_better—your gifts, your needs, your call, your style, your goals, your hang-ups—and how to get it together. To make sure you are called to a ministry with adolescents (or whomever) or that you are not running away from such a ministry, and to be comfortable with your decision. To be able to advise others in these matters.

2. To benefit from the dynamics of a (growth, support and training) small group. To become a better group participant and leader.

3. To consider mission and goals. What are your personal goals? Your spouse's and family's goals? Your church's/organization's goals? How do they all come together? And where do you find the job, the time and the money to accomplish these long- and

short-range personal goals? To become better supervisors and advisors by use of goal-setting.

4. To consider ministry. From a practical standpoint, what is youth ministry and how does it compare to other helping professions? What is your personal ministerial style? To be able to lead training sessions and teach a youth ministry course (assuming completion of some other YM courses).
5. To discuss and begin planning a program— Strategy. How do you plan youth programs? When do you plan, and when don't you? How do you keep people before programs? Should youth programs be planned and directed by youth themselves or by leaders? How should programs be evaluated and why aren't they? To be able to develop a youth program.
6. To establish the need for various kinds of research in Christian ministry. To begin research for your next move.
7. To discuss the issue of salary and funding. To feel comfortable and confident with money and finances.
8. To share ideas concerning the recruitment and training of leaders. Why is a leadership team necessary? What is a leader and what different types of leaders are there? Moving from “youth buddy” to “youth leader” to “youth director.”
9. To consider your leadership, executive, management style. How can I discipline my staff and stay human/Christian? How can I find the leaders, develop the program, raise the money, establish good communication with other agencies or churches, maintain good public relations, do paper work, attend the meeting, heal the sick, fire the dead, stay married and keep the joy while all the time setting an example and relating to kids? Where do I find the #\$/@# time? How can I hustle and rest, direct and relate, produce and just be—at the same time.
10. To thank God it doesn't all depend on you! To accept and feel good about your human limitations.

Course Texts

(This is an advanced (and final) course. I trust your judgment on what reading will do you the most good—and how much you want to read of each book. Read in approximate order of books below. You are expected to read 1300 pages or more for this course—some of you will reach 1800.)

Clinton, J. Robert (1988) *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*, Colorado Springs, CO: NavPress, 272 pp. A five-phase theory of leadership development using biblical, historical, and contemporary figures as illustrations and encouraging personal inventory.

Covey, Stephen R. (1989) *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*, Simon & Schuster, 354 pp. This has been a life-changing book for some. Many have found it very helpful in living a fuller and more productive life—moving from reactive to proactive in the way we face life’s complicated challenges.

Kouzes, James M. & Barry Z. Posner, eds. (2004) *Christian Reflections on the Leadership Challenge*, Jossey-Bass, 152 pp. This is not a long book. It is based around five key Leadership Practices and ten Commitments. Its writers, all with important credentials, illustrate each of these.

Schaef, Anne Wilson & Dianne Fassel (1988, 1990) *The Addictive Organization: Why We Overwork, Cover Up, Pick Up the Pieces, Please the Boss & Perpetuate Sick Organizations*, San Francisco: Harper, 232 pp. This gives an important survey of organizational development theory with a critical analysis of dysfunctional organizations. So many churches and youth programs suffer from such distress—and you can so easily be sucked in. An important book for you and/or others you may advise.

(As you finish these texts, go on to further reading)

Highly Recommended Reading for this Course (and afterward)

Olson, Ginny, Diane Elliot & Mike Work (2001) *Youth Ministry Management Tools, Youth Specialities & Zondervan*, 420 p with valuable CD. We’ve placed this first because we think it a must for the busy youth ministry/program manager—and both degree and certificate students. It reviews many topics of our course, picks up many that we missed, and provides you with more handy resources than you will probably need: defining mission, sample budgets, release forms for trips, applications for volunteers, plus legal advice and tips on setting up a calendar, organizing your office, preparing for a job interview and much more. Look them all up in this book, and then, print them off from the CD!

Michael J. Anthony and James Estep, Jr. eds. (2005) *Management Essentials for Christian Ministries*, Nashville, TN: Broadman&Holman Publishers, 454 pp. The editors and other writers lay out a biblical mandate for good management, suggest a theoretical paradigm shift in thinking about management, and then apply the paradigm to the essentials: planning, organizing, staffing, directing, and evaluating.

Borgman, Dean (1997) *When Kumbaya Is Not Enough: A Practical Theology for Youth Ministry*, Peabody, MA: Hendrickson, 241 pp. You may have read this book once or twice already. At least be sure you fully understand p. 228 and the Four Basic Questions under Self-Exegesis in Ch. 3—then pass on to other reading. This is a theological introduction to the practice of youth ministry suggesting theologies of growth, culture, sexuality and humor. It promotes exegesis of self, world and Word. This course is based on the Four Basic Questions (see Ch.3) and its final project should follow the Nine Stages of Youth Ministry. It also assumes your familiarity with the outline of a holistic Gospel suggested on p. 229.

Blanchard, Kenneth and Spencer Johnson (1982) *The One Minute Manager*, New York: William Morrow. This brief text (and its supplements) describes a style of relational management and more. You will be rewarded by picking it up in a library and spending half an hour reading it.

Drucker, Peter F. (1954, 1993) *The Practice of Management*, HarperBusiness. Drucker has been called the “dean of business and management philosophers.” Although written in the 1950s this classic is considered the best of the heap of books on the subject. Here you will find Drucker’s distinction between theory and practice along with the fundamentals of good management.

Fields, Doug (1998) *Purpose Driven Youth Ministry: 9 Essential Foundations for Healthy Growth*, Zondervan, 395p. Many have found this just what they needed to develop a personal vision for youth ministry and understand how to establish biblical goals for well balanced program.

Johnson, Spencer (1998) *Who Moved My Cheese: An A-Mazing Way to Deal with Change in Your Work and in Your Life*. NY: J.P. Putnam’s Sons, 94 p. In the style of The One Minute Manager, this book should captivate you and teach you one of life’s very important lessons. Read it.

Senter, Mark H. III, ed. (2001) *Four Views of Youth Ministry and the Church*, Youth Specialties/Zondervan, 163 pp. Four veterans and professors of youth ministry present 4 philosophies or approaches: Inclusive Congregational, Preparatory, Missional, and Strategic. In addition they respond to each other. A thought-provoking text.

Sofield, Loughlan, ST, and Carroll Juliano, SHCJ (1992) *Collaborative Ministry: Skills and Guidelines*, Notre Dame, IN: Ave Maria Press, 134 pp. Both social science and theological reflection, as well as the spirit of our times, call for a recognition that all are gifted and that work is best done when owned by all. This book can help get everyone on board to accomplish important tasks at hand.

Further Reading

Bakke Dennis W. (2005) *Joy At Work: A Revolutionary Approach to Fun on the Job*, PVG, 314pp. Co-founder of AES Corporation and its CEO from 1994-2002, writes with enthusiasm and sincerity about a humanistic (and Christian) way to run a business. Its principles can apply to non-profits and churches as well—allowing a flatter learning organization to share values, decisions and rewards of success. A Bible Study Companion (workbook with DVD is available).

Bolles, Richard Nelson. *What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career-Changers*, 2006 Edition, Ten Speed Press. General theory and practical hints for a systematic career search with helps for determining your mission in life. If you need career guidance, start here.

- Borthwick, Paul. (1998) *Organizing Your Youth Ministry*. Zondervan, 1988.
This book is the only real text on management of youth programs. You will find here a good overview of what is often weak in youth ministry—organization of personal, professional, and practical areas. (unfortunately out of print)
- MacDonald, Gordon (1984) *Ordering Your Private World*, Thomas Nelson. You probably have had this book recommended to you in terms of getting your life together practically and spiritually. Combined with a journal and prayer, thoughtful study and application of this book should make you a more responsible and mature leader.
- Miller, Calvin (1995) *The Empowered Leader: Ten Keys To Servant Leadership*, Nashville, TN: Broadman and Holman, 227 pp. This Professor of Communications at Southwest Baptist Theological Seminary discusses leadership and management, networking, delegation, coping with difficult people, surviving a visible mistake and more from a biblical and inspirational perspective.
- Sanders, Oswald J. (1967) *Spiritual Leadership*, Moody Press,. This classic by a spiritual giant provides insights on spiritual leadership from Scripture and Church history.
- Sargent, Alice G. (1983) *The Androgynous Manager*, NY: AMA (the American Management Association). How well do men work under, with and over women? And are these very hierarchical terms part of the problem? This book shows why we need women in management and how men and women can profit from such partnerships.
- Seals, Eugene and Matthew Parker, eds. (1995) *Called to Lead: Wisdom for the Next Generation of African American Leaders*, Chicago: Moody Press (and Quality Publishing Systems), 196 pp. Fifteen proven African American church leaders distill the wisdom of their experience for an upcoming generation including principles of mentoring, managing, character of the leader, second generation leadership and women in leadership.
- Tulgan, Bruce (1995) *Managing Generation X: How to Bring Out the Best in Young Talent*, Santa Monica, CA: Merritt Publishing, 243p. You might add Hip Hop Generation to this title though this is written by a white, middle class guy. I think this is a valuable resource to help us understand how managing must be adapted to a new generation and culture.
- Wilson, Marlene (1976) *The Effective Management of Volunteer Programs*, Volunteer Management Associates. The author is an expert and nationally-known consultant in Volunteerism and non-profit organizations. This book is a needed complement among other texts that come strictly out of the business sector. You should find principles here to help you in your management of not-for-profit organizations.

Course Assignments

I strongly suggest that your spouse or fiancé(e) (or significant other) do as much of Part I as possible along with some thoughtful response to Part II. All work for this course is due by the end of the second summer session. One further note on grading: your attendance on time, your work in class and small groups and general responses in class will be figured into your grade, perhaps 10%)

Pre-Assignments:

Most important, your first Pre-Class Assignment is to dream for 45 minutes in a quiet and very comfortable situation. What are your highest aspirations in life? What might God have in store for you? What is your hearts desire in life (Psalm 37:4)? Your dream will then be sketched out (not in words but in simple cartoon or sketch fashion on two halves or sides of a blank sheet of paper. On top or on one side will be the sketch of what you would like to be doing at the apex or height of your career/ministry. The lower half or other side will show with whom and in what kind of situation (where) you would like to be living at that time. This assignment is part of what is expected in your Self-Study—most of which will be done in class.

Secondly and importantly, it is very wise, in an intensive course that does not stretch out over many weeks, that you begin your reading before class starts. That is why I have attached Study Questions for your first two texts to this Syllabus. These Study Questions are two-fold: they are to help you in your reading and understanding of the texts, and your selection of half or the study questions are to be answered in writing in 4-6 pages for each text. You will do this instead of any quizzes or a final exam.

The Outline below gives you the content of your final work.

I. Self-Study: Includes all Hand-outs & Class Exercises. This packet will include outlines, worksheets, sketches, etc. (Check over this list before turning in your work.)

(counts about 20% of grade)

- A. Interests
- B. Values
- C. Success History and Personal Strengths
- D. Definition of Success
- E. Significant Others
- F. Psychological Profiles (suggested)
- G. Future Dreams
- H. Conflict Management
- I. Response from Spouse or Significant Friend

II. Proposed Plan of Ministry (counts some 30% of grade)

(Look over the list below. In a short (3-5 page) paper tell *how* you have or will do community research and set up a youth ministry program. Then provide or propose a rough job description and weekly schedule and have your spouse or respected friend respond to what you have written.)

- A. Map
- B. History and Profile of Town or City
- C. Needs of Target Area
- D. Resources: People, Existing Programs, Money
- E. Personal Managerial Style
- F. Personal Priorities of Youth Ministry
- G. Organizational Goals and Chart (of Denomination/Church or Organization)

- H. Strategy and Program (Purpose, Goals, Functions)
- J. Your Job Description
- K. Your Weekly Schedule
- L. How you intend to keep your life and ministry (youth group) from being addictive
- M. Reflections and Response from Spouse or Respected Friend

III. Write a 3-page paper on your readiness for mature ministry. An outline of this paper might be: (about 20% of grade)

- Introduction
- The relationship of professionalism and spirituality
- What mature (or professional) youth ministry looks like
- My readiness for professional youth ministry
- How I plan to grow professionally
- Conclusion

(Further ideas for your paper) What do you see as your life mission or aim? What is your life vision? What kind of leaders does the world need today? What kind of professionalism is needed? How is such professionalism achieved and kept up to date? How does one keep his or her integrity in the hard world of business and ministry? In what unique ways do you see God using you? In what specific ways have your courses in practical theology and youth ministries helped you grow? What is your growing edge right now? How has this course helped you?

IV. You should have looked at the required texts of this course, including Olson, et al.'s *Youth Ministry Management Tools*, which hopefully you or your church/organization has purchased). Perhaps you've even been able to read one of two of these books. This assignment asks you to give bibliographic information (title, author, publisher date and pages) and then describe briefly the contents and value of each of these five books. The Study Questions and perhaps checking out the reviews on Amazon.com will help you. What is the author(s) of each trying to do and how can this book be helpful. We expect this report to be a couple of pages in length. (some 20% of grade; the other 10% will reflect your attendance and participation in class)

Additional Bibliography

HISTORY OF YOUTH MINISTRY

Borgman, Dean. "A History of American Youth Ministry," The Complete Book of Youth Ministry, Benson W.S. & M. H. Senter, eds., Moody Press, 1987. Three American youth leaders and movements (Christian Endeavor, Young People's Church of the Air, and Young Life) show how contemporary youth ministry has emerged. Obviously, a single chapter has great limitations.

Pahl, Jon. Youth Ministry in Modern America: 1930 to the Present, Peabody, MA” Hendrickson Publishers, 2000, 248 pp. This professor of American Religious History has “examined youth ministry through the lens of four twentieth-century movements:” the Lutheran Walther League, the Catholic Young Christian Workers, the Evangelical and paraparochial Youth for Christ, and African American denominations (Methodist, Baptist, and United Church of Christ). The absence of the great Christian Endeavor Movement, Young Life and others leaves significant holes in the analysis but what is done here is important.

Pugh, Donald E. and Milford S. Sholund, “A Historical Survey of Youth Work,” in Zuck and Benson’s Youth Education in the Church, Moody Press, 1968, 1978.

Senter, Mark III. The Coming Revolution in Youth Ministry and Its Radical Impact on the Church, Victor Books, 1992, 215 pp. The author attempts an analysis of the past and future with implications for youth ministry. Its “fifty-year cycles” is a provocative paradigm. Many students feel the book promises a bit more than it provides in its conclusions.

THE WORLD AND SECULAR CULTURE

Friedman, Thomas L. (2005) *The World Is Flat: A Brief History of the Twenty-First Century*, NY: Farrar, Staus and Giroux, 488 pp. Flat here refers to globalization—and its many aspects. Here, too, you will find discussion of terrorism. A fine scholar of world affairs discusses important aspects of today’s world for those, including global Christians, who are interested.

Hock, Dee (1999) *Birth of the Chaordic Age*, San Francisco: Berrett Koehler Publishers, 345p. This is an important book about how the world of business and organizations is changing and how we must adjust to the break-down of modernistic hierarchies. It explains why so many of the organizations Shaef and Fassel describe are addictive or dysfunctional—and how VISA adjusted and changed the way it changed the banking world.

PERSONAL LIFE AND MANAGEMENT

Campolo, Tony. "Hidden Reasons Behind the Revolving Door Syndrome," Youthworker Journal, Summer, 1984, p. 22. Noted sociologist and speaker gives four factors contributing to burnout among youth leaders.

Carnegie, Dale. How To Win Friends and Influence People, Pocket Books, 1955. Smile or cough if you will. Here are sound principles that explain a Biblical and Christ like style of the relational side of effective ministry. Study it at least once in your life.

Creasy Dean, Kenda & Ron Foster (1998) The Godbearing Life: The Art of Soul Tending for Youth Ministry, 220p. This book does well in putting “ministry” back into youth ministry as it describes the spiritual journey and story of youth and leaders emphasizing the need for all Christians in effective ministry.

- Dayton, Edward R. & Ted W. Engstrom. Strategy for Living: How To Make the Best Use of your Time and Abilities, Regal Books, 1967, 1981.
- Kegeler, Len. The Youth Minister's Survival Guide, Grand Rapids: MI: Zondervan, 1992. The author deals with burnout and suggests four phases and time sequences in new youth ministries: honeymoon, realistic, adjustment, and stay or go phase.
- McGee-Cooper, Ann with Duane Trammell & Barbara Lau. You Don't Have To Go Home from Work Exhausted! A Program to Bring Joy, Energy, and Balance to Your Life, NY: Bantam Books, 1990, 1992, 270 pp. This book is more than it might appear to those turned off by "self help" books. The authors have studied the lives of highly energized and well-balanced people along with theories of energy and effectiveness. Its second chapter, "How Passion and Dreams Beget Energy: Nothing Much Happens Without a Dream" ties especially into this course. There is much more here for your health and growth.
- Parks, Jeff and Mark Lamport. "When Helping You is Scorching Me," Youthworker, Spring, 1992. Excellent analysis of how the very personality qualities that attracts people to youth ministry produces a cluster of symptoms that lead to dysfunctional results and burnout.
- Sharp, Billy and Claire Cox. Choose Success: How to Set and Achieve all Your Goals, New York: Hawthorn Books, 1970. Unfortunately out of print, this book is the theoretical basis of our Life Planning Workshop.
- Smith, Hyrum W. The 10 Natural Laws of Successful Time and Life Management: Proven Strategies for Increased Productivity and Inner Peace, New York: Warner Books, 1994, 219p. One of those books which could change your life especially if you take the Franklin Time Management System (basis for the Franklin Day Planner). It helps you build a schedule based on your four basic needs and the primary values of your life. Control of your schedule leads to increased productivity leading to increased self-esteem and control, etc.

BIBLICAL AND SPIRITUAL STRATEGY

- Boehm, Ron. Leadership for the 21st Century, Tyler, TX: Thoburn Press, 1989, 235 pp. The author looks at church leadership and serving the world as servant leaders. Emphasis on the kingdom of God, fidelity to the faith, need for moral absolutes, and the power of the Holy Spirit.
- Borthwick, Paul. Feeding Your Forgotten Soul: Spiritual Growth for Youth Workers, El Cajon, CA: Youth Specialties, 1990.
- Coleman, Robert E. The Master Plan of Evangelism, Revell, 1963, 126 pp. Jesus style of evangelism reveals a relational style. Reviewing Christ's relational style in this book will emphasize the important dimension of people-centered leadership.
- Coleman, Robert E. The Master Plan of Discipleship, Revell.
- Edwards, Gene. A Tale of Three Kings: A Study of Brokenness, Auburn, ME: Christian Books, 1980. (Christian Books Publishing House, PO Box 3368, Auburn, ME 04212-3368. How to respond to improper authority as a servant of God. This book's importance is neither its exegesis nor its organizational development theory but its inner spiritual lessons.

- Ponsetto, Dan. Praying Our Stories: Reflections for Youth Ministers, Winona, MN: St. Mary's Press, 1992, 104p.
- Stone, J. David. Spiritual Growth in Youth Ministry, Loveland, CO: Group, 1985. A veteran youth minister and trainer explains the importance and dynamics of spiritual growth in ministry.
- White, John. Excellence in Leadership, IVP Press, 1986. Biblical study of leadership from the life and book of Nehemiah.

MANAGEMENT THEORY & PRACTICE

- Allen, Roger E. Winnie-the-Pooh on Management, New York: Dutton, 1994, 161 pp. Solid six functions of a manager for those who learn best with pictures and cartoons.
- Allen, Roger E. Winnie-the-Pooh on Problem Solving, New York: Dutton, 1995, 175 pp. Again using characters out of the old classic, the reader understands principles of solving problems managers face.
- Anthony, Michael. "Living with the L Word: The Specter of Litigation," Youthworker, Spring, 1992, pp. 82-85. A very important and neglected topic.
- Douglass, Merrill E. and Donna N. Douglass, Manage Your Time, Manage Yourself, New York: AMACOM, 1980.
- Drucker, Peter F. The Effective Executive, NY: Harper & Row, 1966. Another great one.
- Greenleaf, Robert K. The Servant as Leader, Cambridge, MA: Center for Applied Studies, 1973. The author has done a series the servant model for leaders and institutions. A critical concept.
- Hendrix. Management for Christian Leaders, Baker House, 1976, 81 140 pp. Based on practical lectures first given in Kenya, this book is a basic management text for Christian leaders. Master its basics. Previously used as text in this course. (out of print)
- Hersey, Paul & Blanchard, Kenneth H. Management of Organizational Behavior, Prentice Hall, 1988. This text is a fine secular standard used by business and program managers around the world. It is much deeper and scientifically explicit than Hendrix. With these two texts, you should have a strong theoretical foundation for management.
- Hughes, Charles L. Goal Setting, NY: Amer. Management Assoc., 1965.
- Mackenzie, R. Alec. The Time Trap: Managing Your Way Out, NY: AMA, 1972.
- O'Connell, Brian. Effective Leadership in Voluntary Organizations, Walker Pub., 1981.

NEW STRATEGIES & PHILOSOPHIES OF YOUTH MINISTRY

- Borgman, Dean. When Kumbaya Is Not Enough: A Practical Theology for Youth Ministry, Peabody, MA: Hendrickson Pub., 1997, 241p. Developing a theological perspective and philosophic approach to popular culture and youth ministry.

- Borgman, Dean and Christine Cook, eds. Agenda for Youth Ministry, London: SPCK, 1998, 182 p. This book is a collection of papers given at an international conference of professors and trainers in youth ministry.
- Borgman, Dean. Hear My Story: Understanding the Cries of Troubled Youth, Hendrickson, 2003: 418pp. This book is for those who want to study the background and meaning of high risk behavior from a social science and biblical/theological perspectives.
- Dean, Kenda Creasy and Ron Foster. The Godbearing Life: The Art of Soul Tending for Youth Ministry, Nashville, TN: Upper Room Books, 1998, 220p. Wonderful, refreshing essays on important themes. Rather than rehashing techniques or paradigms, this book reflects pastoral concern for *ministry*.
- Rice, Wayne, Chap Clark and others. New Directions for Youth Ministry: Cultural Themes in Faith and Church, Loveland, CO: Group Books, 1998, 127p. Chapters on student-led cell groups, urban ministry, family-based youth ministry, campus-based ministries, mentoring, community participation, and youth church.
- Ward, Pete. God at the Mall: Youth Ministry that Meets Kids Where They're At, Peabody, MA: Hendrickson Publishers, 1999, 147pp. If you haven't read Pete Ward, get this book. You will find him to be an experienced, profound and provocative writer.

Note: Further Bibliography and List of Resources for youth ministry available upon request.