Higher Education’s Response to the Changing Roles Required in Church Management for the 21st Century

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Web Appendix
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### Table 1: Current Graduate School Church Management and Related Programs

<table>
<thead>
<tr>
<th>Institution</th>
<th>Degree Level</th>
<th>Program Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Graduate School Programs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ohio Christian University</td>
<td>Dual MA/MBA in Ministry and Business Administartion</td>
<td>Utilizes a holistic approach to church administration by offering a combined MBA program and Master’s degree in Ministry</td>
</tr>
<tr>
<td>Boston College</td>
<td>Dual MA/MBA in Business Administration</td>
<td>Program for students that are interested in management and administration within a church setting offered through the School of Theology &amp; Ministry</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>Master’s degree in Nonprofit Administration</td>
<td>Detailed program in Appendix 1</td>
</tr>
<tr>
<td>Villanova University</td>
<td>Master’s degree in Church Management</td>
<td>Detailed program in Appendix 1</td>
</tr>
<tr>
<td>Campbellsville University</td>
<td>MBA with a track in Church Management</td>
<td>In addition to the MBA core requirements, students can take courses on spirituality in the workplace and leadership development and innovations as it pertains to the contemporary church</td>
</tr>
<tr>
<td>Concordia University Chicago</td>
<td>MBA with a concentration in Not-for-Profit Management</td>
<td>In addition to the core MBA requirements, some courses, within the concentration, such as introduction to not-for-profit organizations, financial management of not-for-profit organizations, fundamentals of management and development, and topics in board governance and management of volunteers are similar to the certificate program documented in Appendix 1. The concentration also offers courses in operations management, global managerial and organizational behavior, and cases in financial analysis (capstone).</td>
</tr>
<tr>
<td>University of Dallas</td>
<td>Master’s in Pastoral Ministry with a concentration in Church Management</td>
<td>Detail program in Appendix 1</td>
</tr>
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</table>
Table 2: Current Undergraduate School Church Management and Related Programs

<table>
<thead>
<tr>
<th>Institution</th>
<th>Degree Level</th>
<th>Program Description</th>
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<tbody>
<tr>
<td><strong>Undergraduate School Programs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Park University</td>
<td>Certificate in Church Administration</td>
<td>Detail program in Appendix 1. The University also offers a master’s degree in nonprofit administration in which all of the courses listed in Appendix 1 can be applied</td>
</tr>
<tr>
<td>Concordia University Chicago</td>
<td>Bachelor or certificate in Not-for-Profit and Church Management</td>
<td>Detail program for the certificate program is in Appendix 1. The Bachelor program integrates many of the courses of the certificate program</td>
</tr>
<tr>
<td>Oral Roberts University</td>
<td>Bachelor of Arts in Leadership Studies</td>
<td>Focuses on such courses as marketing, management and leadership, with less emphasis on accounting issues facing church administrators</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Arts in Church Ministry and Leadership with a concentration in Church Management</td>
<td>Focuses on such business areas as principles of management, administration of nonprofit organization, and organizational behavior</td>
</tr>
<tr>
<td>Davis College</td>
<td>Bachelor in Organizational Leadership</td>
<td>Detail program in Appendix 1. Focuses on management and leadership issues, with less emphasis on accounting issues</td>
</tr>
<tr>
<td>Colorado Christian University</td>
<td>Bachelor of Science in Organizational Management in Christian Leadership</td>
<td>The program’s thirty-nine credit core requirement (see Appendix 1) includes business and management courses such as fiscal management in non-profit organizations, organizational behavior, leadership and management, and project management fundamental</td>
</tr>
<tr>
<td>Union University</td>
<td>Bachelor of Science in Organizational Leadership with a concentration in Church Leadership</td>
<td>Program is offered through the University’s Department of Continuing Studies. Detail program Appendix 1</td>
</tr>
<tr>
<td>Course</td>
<td>Topics Covered</td>
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<td>-----------------------------------------------------------------------</td>
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</tbody>
</table>
| Introduction to Management, Leadership, & Information Technology     | • Proper techniques of leadership  
• Understanding proper uses of basic technology like CRM, websites and social media |
| Financial Reporting                                                   | • How to read financial statements  
• Underlying theories of accounting (matching, etc.) |
| Financial Control                                                     | • Designing appropriate controls  
• Separation of duties |
| Church & Civil Law                                                    | • Canon law  
• Understanding denominational legal documents  
• Tort law  
• Contract law and labor law |
| Financial Asset Management                                           | • Investments  
• Mortgages  
• Taxes  
• Endowments & Foundations  
• Bond offerings |
| Human Resources & Organizational Behavior                             | • Organizational design and performance  
• Recruitment  
• Selection and hiring  
• Development and promotion  
• Compensation  
• Motivation  
• Group decision-making |
| Church Management Internship                                          | • Interning within the denomination with a leader who has previously studied the course material |
| Church Strategic Management (Capstone 1)                              | • Marketing  
• Donation solicitation & campaigns  
• Repair & maintenance planning |
| Audit & Assurance for Leaders and Board Members (Capstone 2)          | • Auditing: roles, capabilities, and weaknesses of audits and compilations  
• Assurance testing |
Appendix 1: Coursework at Colleges with Church Administration Programs
(Note: information on course curriculum was obtained from each college or university’s website)

North Park University – Church Administration (Certificate):
1. Principles of Human Resources
2. Nonprofit Financial Management
3. Nonprofit Marketing Analysis and Consumer Behavior
4. Principles of Church Administration
5. Nonprofit Board Governance and Volunteer Management

Concordia University Chicago – Not-for-Profit/Church Management (Certificate):
1. Financial Management of Not-for-Profit Organizations
2. Fundamentals of Development and Management
3. Introduction to Not-for-Profit Organizations
4. Topics in Board Governance and Management of Volunteers
5. Communications and Public Relations in a Not-for-Profit Organization

University of Dallas – Master’s in Pastoral Ministry with a concentration in Church Management:
Core Courses
1. Graduate Pro-Seminar
2. Moral Theology
3. Theological Reflection
4. Ministry in the Church

Courses within the concentration
1. Pastoral Administration and Management
2. Pastoral Application of Canon Law
3. Accounting for Managers
4. Foundations of Marketing
5. Foundations of Management and Strategy
6. Managing Complex Organizations
7. The Effective Leader
8. Elective
9. Elective
10. Capstone

Davis College – Organizational Leadership:
1. Biblical Concepts of Leadership
2. Leadership and Management
3. Leadership and Ethics
4. Leadership Development
5. Organizational Behavior
6. Ministry & the Law
7. Fundamentals of Business Management
8. Strategic Leadership
9. Organizational Leadership Internship

**Villanova University – Master’s in Church Management:**
1. Introduction: Leadership in Religious Organizations/Organizational Ethics/Catholic Social Thought
2. Civil Law and Church Law for Church Administration
3. Introduction to effective Church Communication and Outreach
4. Stewardship and Development
5. Financial Reporting and Controls
6. Human Resource Management in a Ministry Setting
7. Organizational Management
8. Information Technology
9. Church Teaching and Belief
10. Pastoral Strategic Planning
11. Contemporary Topics

**University of Notre Dame – Master’s in Non-Profit Administration:**

**Core Courses**
1. Accounting for the NFP
2. Board Relations & Management
3. Decision Analysis & Statistics
4. Economics of NFP Enterprises
5. Ethics in Nonprofit Organizations
6. Field Project
7. Financial Management
8. Human Resources Management
9. Legal Environment
10. Management Communication
11. Marketing for Nonprofits
12. Nonprofit Management: Leading with Social Impact
13. Planning & Policy

**Related Elective Courses**
1. Business Communication: Managing Differences and Conflict
2. Catholic School Thought
3. Grant Writing and Development
4. Leadership
5. Social Entrepreneurship
7. Employment Law for Managers
8. Organizational Leadership for the Third Sector
9. Program Evaluation and Outcome Measurement
10. Public Policy in the Nonprofit Sector
11. Research Methods
12. Fund Development
13. The Intersection of Business and Nonprofits

**Colorado Christian University – Bachelor in Organizational Management in Christian Leadership:**

*Core Courses*

1. Fiscal Management in Non-Profit Organizations
2. Organizational Behavior
3. Leadership & Management
4. Praxis of Organizational Health & Growth
5. Spiritual Foundations of Leadership
6. Advanced Interpersonal Relations
7. Applied Leadership Project
8. Ideas & Issues
9. History of Ecclesiology/Polity
10. Personal and Social Ethics
11. Project Management Fundamentals
12. Business Research and Reporting
13. History of Christian Spirituality

**Union University – Bachelor in Organizational Leadership with a concentration in Church Leadership:**

*Concentration Courses*

1. Personal Assessment and Development
2. The Art of Communication
3. Interpersonal Conflict Resolution
4. Leadership Principles and Practices
5. Organizational Theory
6. Church Finance and Budgeting
7. Leadership and Change for Church Leaders
8. Ministry Marketing and Church Growth
9. Issues in Christian Ethics
10. Accounting for Managers
11. Diversity in the Workplace
13. Organizational Research and Planning
14. Current Issues in Church Leadership