

***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

Institution	Degree Level	Program Description
Graduate School Programs		
Ohio Christian University	Dual MA/MBA in Ministry and Business Administration	Utilizes a holistic approach to church administration by offering a combined MBA program and Master's degree in Ministry
Boston College	Dual MA/MBA in Business Administration	Program for students that are interested in management and administration within a church setting offered through the School of Theology & Ministry
University of Notre Dame	Master's degree in Nonprofit Administration	Detailed program in Appendix 1
Villanova University	Master's degree in Church Management	Detailed program in Appendix 1
Campbellsville University	MBA with a track in Church Management	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
Concordia University Chicago	MBA with a concentration in Not-for-Profit Management	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).
University of Dallas	Master's in Pastoral Ministry with a concentration in Church Management	Detail program in Appendix 1

Table 2: Current Undergraduate School Church Management and Related Programs

Institution	Degree Level	Program Description
Undergraduate School Programs		
North Park University	Certificate in Church Administration	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
Concordia University Chicago	Bachelor or certificate in Not-for-Profit and Church Management	Detail program for the certificate program is in Appendix 1. The Bachelor program integrates many of the courses of the certificate program
Oral Roberts University	Bachelor of Arts in Leadership Studies	Focuses on such courses as marketing, management and leadership, with less emphasis on accounting issues facing church administrators
	Bachelor of Arts in Church Ministry and Leadership with a concentration in Church Management	Focuses on such business areas as principles of management, administration of nonprofit organization, and organizational behavior
Davis College	Bachelor in Organizational Leadership	Detail program in Appendix 1. Focuses on management and leadership issues, with less emphasis on accounting issues
Colorado Christian University	Bachelor of Science in Organizational Management in Christian Leadership	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
Union University	Bachelor of Science in Organizational Leadership with a concentration in Church Leadership	Program is offered through the University's Department of Continuing Studies. Detail program Appendix 1

Table 3: Proposed Specialized Curriculum in Church Management

Course	Topics Covered
Introduction to Management, Leadership, & Information Technology	<ul style="list-style-type: none">• Proper techniques of leadership• Understanding proper uses of basic technology like CRM, websites and social media
Financial Reporting	<ul style="list-style-type: none">• How to read financial statements• Underlying theories of accounting (matching, etc.)
Financial Control	<ul style="list-style-type: none">• Designing appropriate controls• Separation of duties
Church & Civil Law	<ul style="list-style-type: none">• Canon law• Understanding denominational legal documents• Tort law• Contract law and labor law
Financial Asset Management	<ul style="list-style-type: none">• Investments• Mortgages• Taxes• Endowments & Foundations• Bond offerings
Human Resources & Organizational Behavior	<ul style="list-style-type: none">• Organizational design and performance• Recruitment• Selection and hiring• Development and promotion• Compensation• Motivation• Group decision-making
Church Management Internship	<ul style="list-style-type: none">• Interning within the denomination with a leader who has previously studied the course material
Church Strategic Management (Capstone 1)	<ul style="list-style-type: none">• Marketing• Donation solicitation & campaigns• Repair & maintenance planning
Audit & Assurance for Leaders and Board Members (Capstone 2)	<ul style="list-style-type: none">• 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
6. Advanced Accounting for Nonprofit Managers: Accounting Theory and Principles Applied
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
12. Human Resource Management
13. Organizational Research and Planning
14. Current Issues in Church Leadership