



Advancing God's Kingdom by Preparing Competent Christian
Leaders for Spirit-Empowered Life and Ministry

LS5120 Rural Church Leadership

3 credit hours. Prerequisites: none.

June 21-25, 2021
Module, Summer Term
Mon-Fri, 9am-4pm

Robin Haensel, DMin
robin@cma-cmd.ca

"Most people don't really want to change the world; they want to become known as the person who changed the world." — Patrick Lencioni

Course Content and Goals

Course Description

This course explores key issues and methods related to church leadership in a rural or sparsely populated region. Students will gain an understanding of the challenges faced by rural communities, rural churches, and rural leaders in these days of global urbanization. Rural culture will be examined, as well as basic leadership skills, with a view of helping students better integrate these skills for use in a rural setting. Attention will also be given to the need for flexibility in a shifting rural environment.

Relationship to Horizon's Mission

Although urban centres around the world continue to expand rapidly through population growth, and at the expense of rural communities, most churches in western Canada continue to be situated in rural communities. While church leadership in these rural communities must utilize basic leadership principles, there are logistical and cultural differences to be considered if Christian leaders are to reach their maximum potential for competency. With this in mind, this examination of Rural Church Leadership will seek to integrate fundamental leadership principles with the unique challenges of rural church leadership established on a foundation of biblical leadership principles.

Course Competencies and Learning Outcomes

- A. To demonstrate competency in *Contextual Awareness*, students will
 - 1. Understand and articulate the distinctness of one's personal cultural background and how that may differ from a local culture.
 - a. *Assessment*: Class Presentation – Personal Faith History Reflection

2. Recognize and analyze those areas in which local culture may affect leadership methods employed.
 - a. *Assessment*: Integrative Evaluation of the Potential of Partnerships in Serving Rural Communities

- B. To demonstrate competency in *Ministry Development*, students will
 1. Recognize the value and growing requirement of partnerships in rural ministry and develop methods for fostering such partnerships.
 - a. *Assessment*: Group Presentation – Development of a Community Worship Event.

- C. To demonstrate competency in *Leadership and Administration*, students will
 1. Identify and evaluate various styles of leadership within Scripture.
 - a. *Assessment*: In Class Discussion Related to Selected Biblical Leaders
 2. Recognize the potential and the challenges of collaborative leadership.
 - a. *Assessment*: In Class Discussion Related to the Potential Challenges of Collaborative Leadership
 3. Assess the value of team leadership in a rural context.
 - a. *Assessment*: Integrative Evaluation of the Potential of Partnerships in Serving Rural Communities

Course Work

Required Readings

- Bolsinger, Tod. *Canoeing the Mountains: Christian Leadership in Uncharted Territory*. Downers Grove, IL: InterVarsity Press, 2018. ISBN: 978-0830873876 (digital); 978-0830841479 (hardcover); 978-0830841264 (paperback).
- Kahane, Adam. *Collaborating with the Enemy: How to Work with People You Don't Agree with or Like or Trust*. Oakland, CA: Berrett-Koehler Publishers, 2017. ISBN: 978-1626568228 (paperback); 978-1626568235 (PDF e-book); 978-162656-8242 (IDPF e-book).
- Perkins, Dennis N. T. *Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton's Arctic Expedition*. 2nd edition. New York: AMACOM, 2012. ISBN 13: 978-0814431948.
- Vaters, Karl. *Small Church Essentials*. Chicago, IL: Moody Publishers, 2018. ISBN 978-0802418067. ****Not available on the DTL.**

****While students have the benefit of accessing their textbooks online through the Digital Theological Library, they will not have access to the Digital Theological Library upon graduation. Therefore, we encourage students to purchase select textbooks to build their personal library. For your convenience, Horizon has partnered with Kennedy's Parable to provide textbooks.**

Course Assignments and Activities

1. *Pre-Module Reading*

Students are responsible to complete the required reading prior to the first day of class (see above).

2. *Class Presentation – Personal Faith History Reflection (15%)*

Each student will prepare a presentation reflecting on their personal Christian history and heritage. The presentation should be approximately 10 minutes in length reflecting on their faith journey while focusing on their experiences in their home community (communities) and church (churches). This will include approximate demographic information such as population of the community in which they grew up, average attendance of the local church they attended and relative current stability of both community and church. It should also include relevant information that would help the class understand the character of the church such as significant ministry events, significant leaders or personal mentors, perspective of the community toward the church and background for that perspective, if known.

- Related learning outcome(s): # A 1 a
- **Assignment Length:** 10-minutes oral presentation **Due date:** June 21, 2021.

3. *In-Class Discussion Related to the Potential and the Challenges of Collaborative Leadership (5%)*

Students will be graded on their participation in class discussion as the concept of stretch collaboration is studied. This discussion will help shape the students' understanding of both the challenges of collaborating with those who think differently and the opportunities those collaborative efforts will present. A basic understanding of this concept will be valuable in the assignment related to the integrative evaluation of potential partnerships.

- Related learning outcome(s): # C 2 a
- **In class discussion**

4. *In Class Discussion Related to Selected Biblical Leaders (5%)*

Students will be graded on their participation in class discussion as the various biblical leaders are studied.

- Related learning outcome(s): # C 1 a
- **In class discussion**

5. *Group Presentation – Development of a Community Worship Event. (25%)*

Students will work together in small teams to develop the key components of a community worship event. Explanation of expectations and some time to begin this assignment will be given in class on Wednesday. This worship event may be for a traditional Christian celebration such as Good Friday or Christmas, but may also be for any significant community event, such as Remembrance Day, Canada Day, etc. It will reflect, as much as possible, the struggle of integrating a variety of Christian faith groups into a common vision to glorify God in the eyes of the community at large.

- Related learning outcome(s): # B 1 a
- **Assignment Length:** 5 pages/ 20 minutes. **Due date:** June 25, 2021.

6. *Integrative Evaluation of the Potential of Partnerships in Serving Rural Communities. (50%)*

Each student will demonstrate a growing understanding of rural culture and leadership, as well as an awareness of the challenges faced in growing a disciple making ministry in a rural context.

This paper will include both research and reflective elements as students examine their own context using learning from the class to evaluate whether their church and community could benefit from a team leadership approach, or church partnerships. In other words, are there ways we can be better, and more effective, together as the church in fulfilling the Great Commission? Local leadership and denominational differences will be noted and examined using a Strengths, Weaknesses, Opportunities, Threats grid that integrates their personal understanding of the local community and church culture. Where practicable, interacting with local church leaders will provide increased insight into this integration.

- Related learning outcome(s): # A 2 a; C 3 a
- **Assignment Length:** 15 pages. **Due date:** August 16, 2021.

Course Outline / Class Schedule

Monday June 21, 2021

1. Introduction of Class and review of Syllabus.
2. **Personal History Presentations.**
3. History of the church in western Canada.
4. Examination of church culture and why it is important.

Tuesday June 22, 2021

5. Context of Rural Saskatchewan: How as it changed and why is that important?
6. Rural Church Mission: Is it unique?
7. Shifts: The impact of changing culture on the scope of Mission.
8. New Vision, or Renewed Vision?

Wednesday June 23, 2021

9. Rural Local Church Partnerships: Collaborating With the Enemy.
10. Methodology.
 - a. Introduction of the *Development of a Community Worship Event* assignment.
11. Leadership Characteristics: Biblical Examples and Discussion.

Thursday June 24, 2021

12. Rural Leadership Qualities.
13. Rural Leadership Development.
14. Peripheral Vision.

Friday June 25, 2021

15. Community Worship Event Presentations.
16. Time will be given to addressing specific questions, or to provide greater interaction related to student interest.

17. Library Instruction Module will be integrated during the week.

- Assignments will not be accepted after August 16, 2021.

Academic Policies

General Guidelines for the Submission of Written Work

Formatting Papers

- Papers should be typed, double-spaced and follow the appropriate formatting guidelines (e.g. 1 inch margins).
- Follow the [Horizon Format Guide](#) consistently.
- The length of papers should fall within +/- 10% of the stated length. Papers that fall outside the length guidelines may not be graded and will receive a grade reduction.

Failure to follow these guidelines warrants a grade reduction.

Submitting Your Assignments

Assignments should be submitted via [Populi](#). The resource at this link

<https://support.populiweb.com/hc/en-us/articles/223792507-How-to-submit-work-for-assignments> explains how to submit assignments on Populi (the link to the video is also available on the info tab of the Populi course page).

Late Assignments and Extensions

All assignments are due when stated by the professor or, if not specified, within 8 weeks after the first day of class. Please contact the professor well in advance if you would like to request an adjustment to any of your due dates. A late penalty will be assessed for all overdue assignments: 1-3 days late, penalty of 10%; 4-6 days late, penalty of 20%. After six days late, an assignment receives a grade of 0.

Grading

Grade	Percentage	GPA
A+	97-100%	4
A	93-96%	4
A-	90-92%	3.7
B+	87-89%	3.3
B	83-86%	3.0
B-	80-82%	2.7
C+	77-79%	2.3
C	73-76%	2.0
C-	70-72%	1.7
D+	67-79%	1.3
D	63-66%	1.0
D-	60-62%	0.7
F	<60%	0

Academic Honesty

Horizon uses the University of Saskatchewan definition of plagiarism described as “the presentation of the work or idea of another in such a way as to give others the impression that it is the work or idea of the presenter. Adequate attribution is required. What is essential is that another person have no doubt which words or research results are the student’s and which are drawn from other sources” (Office of the University Secretary, 2012). Students are expected to give due recognition to sources from which all substantial phrases, sentences or even ideas are drawn. Note also that you may not submit work done in one course to satisfy the requirements of another course (unless both instructors agree beforehand to accept such work). See [here](#) for examples of plagiarism and further guidelines in the College [Student Handbook](#).

Disability Services Information

If you would benefit from learning accommodations due to pre-existing physical or mental health conditions or learning disabilities, contact the Academic or Student Life departments at the beginning of the course. Horizon will work to meet your learning and/or physical needs where possible. If any conditions arise during the course that you wish to disclose, please contact us as soon as possible. In all cases you will need to provide current [documentation](#) of the disability or condition you wish to disclose. Horizon takes appropriate care to ensure confidentiality about any such disclosures. For more information, contact Bob Williamson, Dean of Students, at bwilliamson@horizon.edu; Heather Wood, Associate Dean of Students, at hwood@horizon.edu; or Leanne Bellamy, Academic Coach, at lbellamy@horizon.edu.

Class Attendance

Students should attend all classes in order to optimize their learning experience. In the case of illness or other unforeseen circumstances, students may miss one day of a module course or three days of class in a term or semester course without academic penalty. A student must be present for the full duration of a class period in order to be registered as present for the class. Students who are absent for more than the number of classes stated above will automatically fail the course. Students wishing to be exempted from this policy due to extenuating circumstances may make an academic appeal, where they will need to document and verify those circumstances.

Campus Health Policy

While on campus, please maintain 2 metres of physical distance between yourself and others. Do not come on campus if you are experiencing symptoms (even if they are mild) of fever, cough, shortness of breath, sore throat, chills, runny nose, or a loss of your sense of taste or smell. If you have any of these symptoms, do not return to campus until advised by Public Health. You should self-isolate and contact HealthLine 811 for advice on whether you should be tested for COVID-19. This will help keep others safe and possibly spare them from self-isolation and testing. While you are in self-isolation, you may attend class online. The link to access your class is posted on the course page on Populi, under the Syllabus tab, under Links on the right side of the page.

Live-Streaming Etiquette

If attending class online via live-stream, keep your camera on and stay present and attentive throughout the class session. Access your class with a computer (preferably) or tablet, not a cell phone. Arrive to class on time, and dress as you would if you were attending class on campus.

Join the class from a quiet space with minimal background noise, and mute your microphone until you wish to speak to the class.

Use of Technology

Horizon encourages the use of electronic devices in the classroom to enhance learning. Careful consideration must be given to privacy issues, copyrighted materials, and the general care and concern for others. Please respect the following classroom policies:

- Please use online access for course learning only. This is a matter of respect for the instructor's teaching, your own learning, and fellow students who may be distracted by other uses.
- Students should secure permission from the instructor to record any teaching material. This includes PowerPoint slides, white board illustrations, notes, and any form of audio or video.
- Student feedback is a valuable input for course improvements. Please resolve any classroom grievance about the instructor or course with the instructor personally, through the Horizon College and Seminary grievance procedures, or the Populi-based course evaluations. It is inappropriate to air classroom grievances on a social media platform.
- When instructors use recording mechanisms in the classroom, recorded materials will be used for the sole purpose of instruction and cannot be released to any social media outlet without the written consent of the students whose images have been recorded.
- In general, it is not acceptable to share photographs or videos of students in the classroom setting without permission from those whose images appear in such media.

Bibliography

Beadle, Timothy – Doctor of Ministry Project, “How the Leadership of the Rural Church Pastors Network Can Resource Denominational Leaders in Equipping Their Rural Pastors.” Calgary, 2015. Unpublished.

Bickers, Dennis. *The Healthy Small Church*. Kansas City, MO: Beacon Hill Press of Kansas City, 2005.

Breen, Mike. *Building A Discipling Culture*. Pawleys Island, SC: 3 Dimension Ministries, 2011.

Brown, Ron. “The Kairos Course in Canada.” Accessed January 28, 2019.
<https://kairos.outreach.ca/>.

Cairns, Earle E. *Christianity Through the Centuries*. Grand Rapids, MI: Zondervan Publishing House, 1996.

Clifton, Shane. “Ecumenism From the Bottom Up: A Pentecostal Perspective.” From *Journal of Ecumenical Studies*, 47:4. Philadelphia, PA: University of Pennsylvania Press, Fall 2012.

“Constitution of the Christian Alliance (1887).” Accessed September 12, 2017.
<http://www.cmalliance.org/resources/archives/downloads/miscellaneous/1887-constitution-christian-alliance.pdf>.

- “Constitution of the Evangelical Missionary Alliance (1887).” Accessed September 12, 2017.
<http://www.cmalliance.org/resources/archives/downloads/miscellaneous/1887-constitution-evang-miss-alliance.pdf>.
- Cook, Arnold L. *Historical Drift*. Camp Hill, PA: Christian Publications, 2000.
- Cowles, H. Robert and K Neill Foster, ed. *Prayer Voices*. Camp Hill, PA: Christian Publications, 1993.
- Davis, Ellen. *Scripture, Culture and Agriculture: An Agrarian Reading of the Bible*. New York, NY: Cambridge University Press, 2009.
- Day, George S. and Paul J. H. Schoemaker. *Peripheral Vision*. Boston, MA: Harvard Business School Press, 2006.
- Ford, Paul. *Knocking Over the Leadership Ladder*. St. Charles, IL: ChurchSmart Resources, 2006.
- Gaebelein, Frank E. *The Expositor’s Bible Commentary, Volume 2*. Grand Rapids, MI: Zondervan, 1990.
- Government of Saskatchewan. “Municipality Details.” Accessed November 5, 2018.
<http://www.mds.gov.sk.ca/apps/Pub/MDS/muniDetails.aspx?cat=10&mun=2438>.
- Grenier, Eric. “Why the Liberals can’t afford to ignore rural Canada.” Last modified January 15, 2019. Accessed January 17, 2019. <https://www.cbc.ca/news/politics/grenier-liberals-rural-1.4977618>
- Griggs, Donnie. *Small Town Jesus*. Damascus, MD: EverTruth, 2016.
- Hall, Heather and Rose Olfert. “State of Rural Canada – Saskatchewan.” Accessed November 5, 2018, <http://sorc.crrf.ca/saskatchewan/>.
- Harder, Cameron. *Discovering the Other: Asset-Based Approaches for Building Community Together*. Herndon: Alban Institute, 2013.
- Hartzfeld, David F. and Charles Nienkirchen, ed. *The Birth of a Vision*. Beaverlodge, AB: Buena Book Services, 1986.
- Highlands III, Bob. “It Sounds Good ... But Is It True.” Accessed January 15, 2019.
<http://bobhighlands.faith/church-growth.html>.
- Howe, Barbara L. *Forgotten Voices*. Location Unknown: Blitzprint, 2010.
- Kahane, Adam. *Collaborating with the Enemy*. Oakland, CA: Berrett-Koehler Publishers, 2017.
- _____. *Solving Tough Problems*. San Francisco, CA: Berrett-Koehler Publishers, 2007.
- _____. *Transformative Planning*. San Francisco, CA: Berrett-Koehler Publishers, Inc., 2012.

- Klassen, Ron & John Koessler. *No Little Places*. Grand Rapids, MI: Baker Books, 1996.
- Krishnan, Sunder. *Hijacked by Glory*. Canada: Self Published, Sunder Krishnan, 2014.
- Ledyard, Gleason H. *Eskimos*. Canby, OR: Christian Literature International, 1999.
- Macpherson, Ian. "Co-operative Movement." Last Modified March 4, 2015. Accessed January 16, 2019. <https://www.thecanadianencyclopedia.ca/en/article/co-operative-movement>.
- Mann, William E. *Sect, Cult and Church in Alberta*. Toronto: University of Toronto Press, 1955.
- Maxwell, L. E. *Embraced by the Cross*. Chicago, IL: Moody Press, 2002.
- Morrow, Aaron. *Small Town Mission*. Location Unknown: GCD Books, Aaron Morrow, Copyright © 2016.
- Moschella, Mary Clark. *Ethnography as Pastoral Practice*. Cleveland, OH: The Pilgrim Press, 2008.
- Murray, Andrew. *Abide in Christ*. Three Hills, AB: Prairie Press, no date.
- Nienkirchen, Charles W. *A. B. Simpson and the Pentecostal Movement*. Eugene, OR: Wipf and Stock, 1992.
- O'Dell, Shannon. *Transforming Church in Rural America*. Green Forest, AR: New Leaf Press, 2010.
- Pappas, Anthony G. *Entering the World of the Small Church*. Herndon: Alban Institute, 2000.
- Reynolds, Lindsay. *Footprints*. Toronto, ON: The Christian and Missionary Alliance, 1981.
- _____. *Rebirth*. Willowdale, ON: The Christian and Missionary Alliance, 1992.
- Roffe, A. W. *Five Thousand Miles in Answer to Prayer*. Gravenhurst, ON: Publisher unknown. 1924. (Found in Archibald Foundation Library, Ambrose University Archives.)
- "Sask History Online." Accessed December 26, 2018.
http://saskhistoryonline.ca/islandora/search?type=dismax&f%5B0%5D=mods_subject_hierarchicalGeographic_county_ms%3ARM%5C%20of%5C%20Lacadena%5C%20No.%5C%202228.
- Saskatchewan Bureau of Statistics. "2016 Population Counts." Accessed November 5, 2018.
<http://www.stats.gov.sk.ca/stats/pop/2016%20census%20population%20counts.pdf>.
- Saskatchewan Government. "Population Trends." Accessed November 5, 2018.
<http://www.stats.gov.sk.ca/stats/population/SaskCensusPopulation8106.pdf>.

- Sawin, John. *The Life and Times of A. B. Simpson*. Regina, SK: Archibald Foundation Library, Canadian Bible College/ Canadian Theological Seminary. Transcribed by Carol Petkau. Unpublished.
- Schaller, Lyle. *The Small Church is Different*. Nashville, TN: Abingdon Press, 1982.
- Spader, Dann. *Four Chair Discipling*. Chicago, IL: Moody Publishers, 2014.
- Statistics Canada. "2006 Census of Population." Accessed November 5, 2018.
<https://www12.statcan.gc.ca/census/2006-citypopulation.de>.
- Statistics Canada. "Census Profile, 2016 Census." Accessed November 5, 2018.
<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Tab=1&Geo1=CSD&Code1=4708042&Geo2=CSD&Code2=4708042&Data=Count&SearchText=Lacadena%20No.%202228&SearchType=Begins&SearchPR=01&B1=All&TABID=1&wbdisable=true>.
- Statistics Canada. "Census Profile – Kindersley." Accessed November 5, 2018.
<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=POPC&Code1=0413&Geo2=PR&Code2=47&Data=Count&SearchText=Kindersley&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=0413&TABID=1>.
- Statistics Canada. "Census Profile, 2016 Census – Lacadena." Accessed November 5, 2018.
<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Tab=1&Geo1=CSD&Code1=4708042&Geo2=PR&Code2=46&Data=Count&SearchText=Lacadena%20No.%202228&SearchType=Begins&SearchPR=01&B1=All&TABID=1&wbdisable=true>.
- Statistics Canada. "Census Profile, 2016 Census – White Bear." Accessed November 5, 2018.
<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=DPL&Code1=470144&Geo2=PR&Code2=47&Data=Count&SearchText=White%20Bear&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=470144&TABID=1>.
- Statistics Canada. "Population: Geographic Distributions." Accessed December 27, 2018,
http://publications.gc.ca/collections/collection_2017/statcan/CS92-805-1976.pdf.
- Van De Walle, Bernie A. *The Heart of the Gospel*. Eugene, OR: Pickwick Publications, 2009.
- Van De Walle, Bernie A. *Rethinking Holiness*. Grand Rapids, MI: Baker Academic, 2017.
- Wiebe, H. Andy. *The Rural Pastor*. Self-published. Andy Wiebe. 2015.
- Wikipedia. "Demographics of Saskatchewan." Accessed November 6, 2018,
https://en.wikipedia.org/wiki/Demographics_of_Saskatchewan.

Wikipedia. "Nunavut." Last modified November 2018. Accessed December 27, 2018.

https://www.google.ca/search?source=hp&ei=BBshXJfcN6O6jwTT8LSoBw&q=what+is+the+land+area+of+nunavut+territory&oq=What+is+the+land+area+of+Nunavut&gs_l=psy-ab.1.0.33i22i29i30.3929.11380..13830...0.0..1.379.6091.1j22j6j5.....0....1..gws-wiz.....0..0j0i131j0i10j0i22i30.i5LL8oLLdQ0