



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

## **G467 Finance, Governance and Administration**

3 credits. Prerequisites: first year of studies.

 On Campus  Live-Stream  Video on Demand

September 6-10, 2021  
Module A  
Monday-Friday, 9am-4pm

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*"In his grace, God has given us different gifts for doing certain things well...If  
your gift is to lead, do it diligently." – Romans 12:6, 9*

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*Please note:* This course includes papers, activities, and reading before and during the module.

### **Course Goals**

#### **Course Description**

Charitable organizations of any size are responsible to develop and maintain effective systems of operations. In this foundational course, students will learn about and practice the basic principles and tools for effective church and non-profit finance, governance, and administration.

#### **Relationship to Horizon's Mission**

This course prepares students for competent Christian leadership by teaching them to assess the financial health and operations in a local church, deliver proper preparation and guidance to formal organizational meetings, and manage an effective administrative cycle for a small business office environment. These abilities are essential to pastoral and ministry leadership in a variety of settings.

#### **Core Competencies and Learning Outcomes**



To demonstrate competency in *Leadership and Administration*, students will:

1. Identify the principles of fiduciary responsibility and evaluate the flow of financial operations in a ministry setting (risk management, handling offerings, deposits, purchasing, payments, etc.). (finance)
  - *Assessment:* Quiz: Financial Key Terms and Related Statements
2. Practice basic financial management and oversight (budgeting, reading balance sheets, etc.). (finance)
  - *Assessment:* Quiz: Financial Key Terms and Related Statements, Church Financial Report Analysis, Sample Budget
3. Distinguish structures of authority and submission in a local church (e.g., constitution, board, pastor, staff, membership, congregation), regional, and national relationships. (governance)
  - *Assessment:* Reading Response Essay, Quiz: Governance Key Terms and Relationship to Authorities
4. Prepare official documentation for organizational meetings (e.g., board and congregational meetings) and practice parliamentary procedure. (governance)
  - *Assessment:* Quiz: Governance Key Terms and Relationship to Authorities, Mock Board Meeting, Meeting Agenda Package
5. Plan for basic management and administrative principles for effective ministry (e.g., staffing, job descriptions, supervising, evaluating, policies, and procedures). (administration)
  - *Assessment:* Quiz: Administrative Key Terms, Reading Response Essay, Administrative Plan

### **About the Instructors**

Pastors Marvin Wojda and Russ Stare serve on the pastoral staff of Elim Church in Saskatoon. Pastor Marvin is the Lead Pastor and is in his 32<sup>nd</sup> year of ministry with Elim Church. Pastor Russ is the Associate Pastor of Operations who leads the team that gives oversight to Elim's finances, administration, and operations. Russ brings a wealth of business and financial experience to this position.

### **Course Work**

#### **Required Readings**

Welch, Robert H., *Church Administration: Creating Efficiency for Effective Ministry*. Second edition. Nashville: B&H Academic, 2011. (ISBN-13: 978-1433673771)

Robert, Henry M. III., Honemann et al. *Robert's Rules of Order Newly Revised in Brief*. 3rd edition. New York: Public Affairs, 2020. (ISBN-13: 978-1541797703)

Additional course readings are available on Populi. You will have to use Microsoft Excel or Google spreadsheets to access the spreadsheet templates in the budgeting section.

\*\*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

**Portfolio Components.** *Administrative Plan.* This assignment must be edited and submitted to the Leadership and Administration *e-Project* in your Portfolio on *Portfolium*. See the [Portfolio Guide](#): "What Goes in My Portfolio" for further information.

### BEFORE THE MODULE

#### 1. *Reading Response Essay.*

The purpose of these pre-module readings is to familiarize students with key concepts, roles, and terminology inherent to matters involving governance and administration. It will be important to understand these concepts, roles, and terminology before the module so that classroom time can be spent handling these matters with entry-level proficiency. Please read the following portions of your textbooks:

- Governance:
  - i. 8 Church Board Responsibilities (available on Populi)
  - ii. *Robert's Rules of Order* textbook:
    1. Chapters 1-3 - Introduction to governance
    2. Pages 138-143 – Duties of a Chairperson
    3. Pages 145-148 – Duties of a Secretary
    4. Page 156 – Duties of a Treasurer
    5. Pages 161, 162 – Duties of a Board Member
- Administration
  - i. Welch's *Church Administration* textbook:
    1. Chapter 1: "An Introduction to Administration" (pp. 1-5); "An Introduction to Administration" (pp. 12-20)
    2. Chapter 2: "Basics of Administration" (pp. 21-47)

Based on your pre-module readings, write 2 pages (1 page per question) in response to the following questions:

- 1) *Why do boards exist and why there are rules governing board and organizational function?*
- 2) *Why is administrative work vital for the proper biblical (i.e., use of spiritual gifts; practice of faithful stewardship) and everyday functioning of a local church?*

Be sure to mention key concepts, roles, and terminology in your responses. Please cite these sources: 8 Church Board Responsibilities, *Robert's Rules of Order* textbook, and *Church Administration* textbook. Upload your paper to Populi.

- Related learning outcome(s): #3 and #5.
- **Assignment Length:** 2 pages (1 page per question).
- **Due date:** September 6 at 9am.

## DURING THE MODULE

### 2. *Readings #1 and #2.*

The purpose of these readings is to familiarize students with key concepts, roles, and terminology inherent to matters involving finance. Read the following portions of your textbooks and designated articles available on Populi:

- By **Wednesday, September 8 at 9am**, complete Reading #1:
  - DeKruyter\_Overseeing Church Finances (available on Populi). Reading will be completed in preparation for class discussion on Wednesday.
  - Internal Controls Checklist - Do not memorize these; just skim them over. Also come prepared to discuss the two-person rule and how it applies to the cash receipts process and the disbursements of funds in Welch's book (available on Populi). Reading will be completed in preparation for Wednesday's class.
- By **Thursday, September 9 at 9am**, complete Reading #2:
  - A Guide to Financial Statements for Not-for-Profit Organizations—Questions for Directors to Ask (pp. 1-14) (available on Populi). Reading will be completed in preparation for discussion on Thursday.
- **Due date:** See instructions above.

### 3. *Quizzes.*

Students will complete three quizzes throughout the module week (see class schedule) that reinforce comprehension of key concepts, roles, and terminology inherent to that day's subject matter. This knowledge will also prepare you for some of the post-module assignments. The quizzes will be administered as follows:

- Tuesday, September 7: Administrative Key Terms Quiz
- Thursday, September 9: Financial Key Terms and Related Statements Quiz
- Friday, September 10: Governance Key Terms and Relationship to Authorities Quiz
- Related learning outcome(s): #1, 2, 3, 4, 5.
- **Assignment Length:** N/A.
- **Due date:** September 7, 9, 10 (see class schedule).

### 4. *Field Trip.*

The class will leave campus for a portion of Wednesday to visit select local churches and parachurch ministries of various sizes to observe and dialogue with in-service leaders about administrative practices in different contexts. The learning objective is to observe the various implementations of standard practices as well as innovative approaches to administration. In class, we will prepare a list of topics and questions that students will plan to explore during the visits. Students should come prepared to record observations for class discussion. Students should pay attention in order to participate in the subsequent class discussion and so they can include what they learned in their Administrative Plans.

Zoom and VOD students should organize a visit to two churches in their community. The professor will provide a list of questions for these students to ask. This information must be included in the Administrative Plan as well. Zoom students should plan to do these visits on

Wednesday afternoon, and then attend and participate in the class debrief on Thursday morning. VOD Students should follow the instructions given below in the VOD section of the syllabus.

- **Activity date:** September 8, afternoon.

#### 5. *Mock Board Meeting.*

During class on Friday, students will participate in a simulated board meeting. This will give students the opportunity to practice parliamentary procedure. Students will switch roles on the board 2-3 times. After the mock board meeting, there will be a discussion and debrief. Students will be assessed on their ability to adhere to Robert's Rules of Order, their attention to proper parliamentary procedure, their attention to the role(s) they are assigned to, and their understanding of the processes and roles involved with a board meeting.

VOD Students: see below in the VOD section of the syllabus for your instructions for this assignment.

- Related learning outcome(s): #4
- **Assignment Length:** N/A.
- **Due date:** September 10.

#### 6. *Meeting Agenda Package.*

In class, students will design and assemble a formal board meeting package that consists of an agenda and documents relating to the agenda (minutes of previous meeting, financial report, ministry dashboard and other reports relating to agenda items). The learning objective is to prepare for effective leadership of formal meetings and provide the required documentation of the proceedings. A template will be provided, and students will assemble the package in class.

The students will be assessed on the package's organization, the inclusion of all required elements, the inclusion of governance and/or operational points, the minutes from the last meeting, and their explanation of financial reports.

- Related learning outcome(s): #4.
- **Assignment Length:** 4-5 pages.
- **Due date:** September 10.

### AFTER THE MODULE

#### 7. *Church Financial Report Analysis.*

Review, evaluate, and comment on a church financial report and the annual budget process. Students will be able to evaluate a local church's historical spending against budget and plan their year's spending accordingly. Using appropriate budgeting methods, students will be able to use the concepts of fixed cost/overhead expenditure, salaries and benefits, programming expenditures, and capital items on financial statements. They will be able to document the relationship of spending to the budgeting cycle.

- Related learning outcome(s): #2.
- **Assignment Length:** 4 pages (3-page paper and 1 page spreadsheet).

- **Due Date:** September 23.

#### 8. *Sample Budget.*

The student will create a budget for a young adult ministry retreat based on 40 registrants using the template provided in class. More details will be provided in class. You will need to demonstrate the correct procedures for budgeting for this event by making a clear, realistic, and organized budget. Your supporting notes should show that the budget will work and indicate whether there is an excess or a deficit.

- Related learning outcome(s): # 2.
- **Assignment Length:** 1 spreadsheet and 1 page of supporting notes.
- **Due date:** September 28.

#### 9. *Administrative Plan.*

Students will draw on class material as they outline how to plan, organize, lead, and evaluate the operation of a church's day-to-day needs. The plan will include details of and supporting documentation required to complete the following items:

- a. Annual performance review and staffing structure
- b. Administrative and ministry event calendar for the organization
- c. Annual reporting to various constituencies (e.g., districts, Annual General Meetings, CRA, legal filings, etc.)
- d. The role of organizational policies and procedures in creating administrative plan.

Throughout the assignment, be sure to do the following:

- **Sources:** Include footnotes with short explanations for how your plan is applying principles you have learned. These footnotes should include explicit citations of your class notes, Welch's *Church Administration* book, and things you learned from the field trip, properly cited.
- Related learning outcome(s): #5.
- **Assignment Length:** 5 pages.
- **Due date:** October 15.

#### **Video-on-Demand (VOD) Student Requirements**

As indicated on the course schedule, this class is being offered by VOD. Students who intend to take the course primarily through VOD are required to indicate this during their course registration. While VOD recordings are available for any student who may miss a class, non-VOD students are expected to attend class live following the class attendance policy.

- For this course, VOD students have *different* assignment due dates as in-class students.
  - Reading Response Essay: due Monday, September 6 at 9am.
  - Administrative Key Terms Quiz: due Monday, September 20 at 11:59PM. You will want to watch all of the Day 2 videos before you do this quiz.
  - Reading #1: due Monday, September 27 at 11:59PM (before Zoom call with Pastor Russ)
  - Field Trip: completed by Monday, September 27 at 11:59PM in preparation for Zoom call with Pastor Russ, where you will discuss the Field Trip with him in your debrief for Day 4.

- Financial Key Terms and Related Statements Quiz: due Saturday, October 2 at 11:59PM. You will want to watch all of the Day 3 and 4 videos before you do this quiz.
  - Reading #2: due Saturday, October 2 at 11:59PM (before Zoom call with Pastor Russ)
  - Church Financial Report Analysis: due Tuesday, October 5 at 11:59PM.
  - Mock Board Meeting: completed by Friday, October 8 at 11:59PM. You will be required to participate in a board meeting at your church. In the debrief with Pastor Marvin for Day 5, you will demonstrate your understanding of whether Robert's Rules or Order were followed, the board's attention to proper parliamentary procedure, their attention to the role(s) they are assigned to, and your own understanding of the processes and roles involved with a board meeting.
  - Governance Key Terms and Relationship to Authorities Quiz: due Friday, October 8 at 11:59PM. You will want to watch all of the Day 5 videos before you do this quiz.
  - Meeting Agenda Package: due Monday, October 11 at 11:59PM.
  - Sample Budget: due Friday, October 15 at 11:59PM.
  - Administrative Plan: due Friday, October 15 at 11:59PM.
- VOD students are required to watch and engage with all lecture content and in-class activities from one full day of the module according to the following schedule:
    - Day 1 Lectures & Zoom Call with Pastor Marvin: Completed by Wednesday, September 15 at 11:59PM
    - Day 2 Lectures & Zoom Call with Pastor Russ: Completed by Monday, September 20 at 11:59PM
    - Day 3 Lectures & Zoom Call with Pastor Russ: Completed by Monday, September 27 at 11:59PM
    - Day 4 Lectures and Zoom Call with Pastor Russ: Completed by Saturday, October 2 at 11:59PM
    - Day 5 Lectures and Zoom Call with Pastor Marvin: Completed by Friday, October 8 at 11:59PM
  - According to the schedule directly above, VOD students will have a Zoom call with the professor that 1) affirms you have watched the required recording for the last seven days, 2) summarizes one thing you learned that week that will help you reach the course learning outcomes, and 3) explains at least one question you had after watching the class recording. The time and date of the Zoom can be discussed between the professor and the student.
  - In order to pass the course, VOD students must submit all of their VOD weekly submissions. These submissions are marked pass/fail based on whether or not they demonstrate thoughtful engagement with the lecture content and in-class activities.

**Estimate of Time Investment** (individual time investments may vary)

Classroom time	30 hrs	
1. Reading Response Essay	5 hrs	September 6 at 9am
2. Readings	10 hrs	September 8 and 9 at 9am

3. Quizzes	In class	September 7, 9, 10
4. Field Trip	In class	September 8
5. Mock Board Meeting	In class	September 10
6. Meeting Agenda Package	In Class	September 10
7. Church Financial Report Analysis	12.5 hrs	September 23
8. Sample Budget	10 hrs	September 28
9. Administrative Plan	25 hrs	October 15
Total =	92.5 hrs	

### Assessment Rubrics

Assessment rubrics will be available by the first day of class on a Populi Lesson called “G467 Assessment Rubrics.”

### Course Outline / Class Schedule

Date	Topics	Activities and Quizzes
<i>Prior to</i>		<i>-Readings and Response Essay</i>
Monday, (Marvin Wojda and Russ Stare)	-Course Introduction – A theological foundation -Introduction to Admin	
Tuesday, (Admin - Russ)	Managing an effective small business office environment	- <i>Quiz: Admin Key Terms</i> -In-class readings: From Welch → * Chapter 3: pp. 52 to 57 (Constitution/By-Laws & Incorporation); pp. 58 to 63 (Policies/Procedures) * Chapter 4: pp. 66 to 69 (Organizing the Church); pp. 76 to 84 (Church Staff Plan) * Chapter 5: pp. 105 & 106 (Administering Personnel Resources); pp. 111 to 123 (Employment); pp. 123 to 125 (Work Environment); pp. 128 to 132 (App. Work Environment); pp. 145 to 149 (Performance) Comprehensive description.
Wednesday, (Admin and Finance—Russ Stare)	Budgeting processes, goal setting and evaluating progress against the financial goals	- <i>Reading #1</i> due at 9am. - <i>Field Trip</i> : Visiting churches and parachurch ministries in the afternoon.
Thursday,	Ensuring the continuity and viability of Ministry through the	- <i>Reading #2</i> at 9am.

(Finance—Russ Stare) <b>**Chapel at 10:50am-12:20pm</b>	financial management of the church. -Macro Budget Process and timeline -Capital Budget -Fund Accounting	-Summary of applications/information learned on Field Trip. -Pros and cons for church as business vs. church as ministry. Discussion based on pre course reading - <i>Quiz: Financial Key Terms and Related Statements</i> -Activity: Micro ministry department budget, including budgeting for large events and projects. -Preparation for <i>Sample Budget</i>
Friday, (Governance – Marvin Wojda)	Board Governance, Constitution and Bylaws, Business meetings	- <i>Quiz: Governance Key Terms and Relationship to Authorities</i> - <i>Meeting Agenda Package</i> - <i>Mock Board Meeting</i> -Membership -Congregational Meetings
September 11- October 15	Working on Post-Module assignments	<i>Church Financial Report Analysis</i> <i>Sample Budget</i> <i>Administrative Plan</i>
October 18-22	Revision Week	Final submissions due October 22

- First submissions of assignments will not be accepted after Friday, October 15.

<b>Date</b>	<b>Revisions Due</b>
Monday, October 18	Resubmissions of <i>Reading Response Essay</i> (as necessary) Resubmissions of <i>Quizzes</i> (as necessary) Resubmissions of <i>Mock Board Meeting</i> (as necessary)
Tuesday, October 19	Resubmissions of <i>Meeting Agenda Package</i> (as necessary) Resubmissions of <i>Church Financial Report Analysis</i> (as necessary) Resubmissions of <i>Sample Budget</i> (as necessary)
Wednesday, October 20	Resubmissions of <i>Administrative Plan</i> (as necessary)
Thursday, October 21	Secondary resubmissions (as necessary)
Friday, October 22	Additional resubmissions (as necessary)

- No resubmission of assignments will be accepted after Friday, October 22.

## Academic Policies

### General Assignment Guidelines

Please see the Horizon [Format Guide](#) for assignment submission, grammar, and formatting guidelines.

### Late Assignments and Extensions

Students are expected to submit work by the assigned due dates, as part of their development of the Leadership and Administration competency. To submit extension requests, students must submit the [Assignment Extension Request Form online](#) and *before the due date*. Professors may grant extensions in the case of extenuating circumstances, such as significant illness or a family emergency. Furthermore, no extensions will be granted beyond the final day of a term or semester.

Unexcused late submissions will be tracked across each student's program. If one assignment is submitted more than five days late or if a student incurs multiple instances of unexcused late submissions, it will result in academic discipline, such as required tutoring, academic probation, failure of the course, or failure to qualify for graduation. Similar to standard human resource employment practices, students will receive warnings and conditions with increasing severity of academic discipline.

### Resubmission of Assignments

Students have until the last day of revision week to submit revisions. Students can generally submit up to two revisions for each assignment, although a professor may accept more revisions if the professor determines the student is addressing all of the professor's instructions and making significant progress toward achieving competency.

### Horizon College Assessment of Student Work

The goal of courses is to help students develop the stated competencies, not earn letter grades. Assignments are the means by which instructors evaluate development of those competencies. Consequently, students do not earn overall "grades" on individual assignments. Instead, assessment focuses on measuring students' competency as outlined in the syllabus and assignment rubric. For purposes of transferability to other institutions, the final competency designations will be translated to a comparable letter grade on a traditional transcript. The tables below explain Horizon's approach:

Horizon CBE Scale		Descriptor	Letter Grade	Grade Point	U of S Equivalency
E	Exceeding	Student <b>exceeded competency requirements for more than 40%</b> of the learning outcomes and met requirements for all remaining learning outcomes.	A+	4.0	90-100
			A	4.0	85-89
			A-	3.7	80-84
M	Meeting	Student <b>met competency requirements for all</b> learning outcomes and may have exceeded in 40% or less.	B+	3.3	77-79
			B	3.0	73-76
			B-	2.7	70-72

Students pass a course only after they have demonstrated that they have *met or exceeded all* competency requirements for a course. If the student chooses not to meet all course competency

requirements, the course will not be sufficient to fulfill their program requirements at Horizon. Nevertheless, for transferability purposes, the student will receive a letter grade of C+ or below on a traditional transcript.

BTM	Beginning to meet	Student was <b>beginning to meet competency requirements for any one or more</b> learning outcomes, and met or exceeded competency requirements for all other outcomes.	C+	2.3	67-69
			C	2.0	63-66
			C-	1.7	60-62
NYM	Not yet meeting	Student was <b>not yet meeting competency requirements for one or more</b> learning outcomes.	D+	1.3	57-59
			D	1.0	53-56
			D-	0.7	50-52
			F	0.0	0-49

### 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](mailto:bwilliamson@horizon.edu); Heather Wood, Associate Dean of Students, at [hwood@horizon.edu](mailto:hwood@horizon.edu); or Leanne Bellamy, Academic Coach, at [lbellamy@horizon.edu](mailto:lbellamy@horizon.edu).

### Class Attendance

Students should attend all classes in order to facilitate competency development. 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. Students who miss a class are responsible to get missed notes or handouts from another student, rather than from the professor.

### **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, extending the gift of engagement. 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**

\*\*If you would like some reading suggestions on finance, governance, or administration, please talk to your professor. Here are some titles to get you started:

Brown, Jim. *The Imperfect Board Member*. San Francisco: Jossey Bass, 2006.

Carver, John. *Boards That Make a Difference*. 3<sup>rd</sup> edition. San Francisco: Jossey Bass, 2006.

