



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

G149 Foundations of Leadership

3 credits. Prerequisites: *none*.

 On Campus  'A' Live-Stream  Video on Demand

January 15 - February 23, 2024
Term C
Monday - Thursday, 9:00 - 10:30am

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*Leadership is the art of leading a team of diverse people in the most diverse situations,
making sure that the organization's objectives are attained with the team's
help. - Brother René Stockman*

**Please note that attending the two-day Global Leadership Summit (GLS) is part of this class.*

Course Goals

Course Description

This course helps prepare students for Christian leadership by making them aware of different leadership theories, skills, and disciplines. By attending the Global Leadership Summit, completing a CliftonStrengths Assessment, and other means, students will deepen their understanding of godly leadership and will articulate key insights about their personal leadership gifts and values.

Relationship to Horizon's Mission

Horizon's mission is to "advance God's Kingdom by preparing competent Christian leaders for Spirit-empowered life and ministry." For students to begin developing as competent leaders, they must first understand what leadership is, what servant-leadership looks like, and they must begin learning about who they are as a Spirit-empowered leader so that they can conscientiously and intentionally steward God's call upon their lives and influence and advance God's Kingdom.

Core Competencies and Learning Outcomes



To demonstrate competency in *Spiritual Maturity*, each student will:

1. Evaluate her/his personal relationship with Jesus Christ, Jesus' view on leadership, and the spiritual disciplines and practices that will enable her/him to become a godly servant leader.
 - *Assessment:* CliftonStrengths Executive Summary; Strategic Leadership Development Plan



To demonstrate competency in *Leadership and Administration*, each student will:

2. Explain how her/his unique strengths and experiences can add value to her/his current leadership contexts.
 - *Assessment:* CliftonStrengths Executive Summary
3. Report on key leadership values or concepts as taught by the GLS speakers.
 - *Assessment:* GLS Conference Review
4. Describe the preferred qualities of servant leadership that inspire her/him and which she/he will want to follow and emulate.
 - *Assessment:* GLS Conference Review
5. Analyze how her/his CliftonStrengths can influence her/his self-leadership and influence others.
 - *Assessment:* CliftonStrengths Executive Summary
6. Identify growth areas where she/he should strategically grow as a leader.
 - *Assessment:* Strategic Leadership Development Plan

Course Work

Required Readings & Assessment

[CliftonStrengths Assessment.](#)

Morrell, Margot, and Stephanie Capparell. *Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer*. New York: Penguin Group, 2001. ISBN: 0670891967.

Choose one of the following:

Nouwen, Henri J.M. *In the Name of Jesus: Reflections on Christian Leadership*. New York: Crossroad, 1989. ISBN: 978-0824512590.

OR

Stockman, Brother René. *To Lead is To Serve*. Ontario: Novalis, 2009. ISBN: 978-2896461288. (This book is free to borrow [here](#).)

**While students have the benefit of accessing many of 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. *Reading Report* – Pass/Fail

To read with purpose means not to skim but to be attentive to the key themes and claims the author makes. Students should keep in mind these questions when reading: Why did the author write this book? How does the author describe a leader or leadership? What skills or disciplines is the author describing as necessary for effective leadership and what will I incorporate into my strategic leadership growth plan? Although not assessed, it is required that you sign and submit a *Reading Report* and submit it on Populi. This assignment is, therefore, marked as pass/fail.

Reading Schedule

Book	Pages	Due Date
<i>To Lead is To Serve</i> OR <i>In the Name of Jesus</i>	All	January 21, 2024
<i>CliftonStrengths</i>	Varied: Read up on your top 5 strengths.	February 11, 2024
<i>Shackleton's Way</i>	pp. 1-13	January 21, 2024
	pp.15-80	January 28, 2024
	pp. 89-128	February 4, 2024
	pp. 129-180	February 11, 2024
	pp. 181-217	February 16, 2024

- **Assignment length:** 16 hrs.
- **Due date:** February 16, 2024.

2. *Global Leadership Summit Conference Review* – 40%

As a way of **carefully reporting** on key leadership values or concepts and assessing preferred qualities of leadership that inspire you, you will submit a *Global Leadership Summit Conference Review*. You will complete this assignment through the following steps:

- Attend GLS on January 24 and 25, 2024.**
 - During the GLS
 - Take notes.** In your notes, include who the speaker was, key themes she/he focussed on, any comments that stood out for you, and any questions about particular content.
 - Rank** your top two speakers. Carefully note your insights from their talk and explain why you chose them.
 - Explain** which speakers were your top two speakers during our class debrief. Be ready to answer the following: My top 2 speakers were... I

chose them because... My top takeaways from their teaching are...

ii. After the GLS, **compose** your GLS Conference Review. This review should include the above information and **describe (in a short 4-6-minute video or on paper)** the preferred qualities of leadership that inspire you and that you will want to emulate. The 4-6-minute video or the paper should also **report** on key leadership values or concepts from all speakers and note any questions you have about their particular content. Also, comment on your top two speakers and why they were your top picks.

- To complete this assignment, students will follow these guidelines:
 - Attend GLS.
 - Participate in the class debrief.
 - Submit 2+ pages of conference notes along with the correct length paper or video described below.
 - If submitting a paper:
 - Follow the Horizon Format Guide.
 - Include citations in footnotes when paraphrasing, summarizing, or quoting from other sources.
 - Include a bibliography. Use the “Film or Video Recording” category in the Horizon Format Guide.
- Related learning outcomes: #3 and #4.
- **Assignment length:** 4-6 pages (paper option, includes both 2+ pages GLS notes AND the review) **OR** 2+ pages conference notes taken during the GLS Summit AND a 4–6-minute video (video submission option)
 - In which you rank your top two speakers, rationale for choosing them, list questions that arise for you from GLS content, articulate qualities of leadership you want to emulate, and list lingering questions you have.
- **Due date:** February 4, 2024.

3. *CliftonStrengths & CliftonStrengths Executive Summary* – 20%

This summary examines your gifts and experiences that have shaped who you currently are as a leader.

- a. Complete a **My Life Summary (MLS)** (Template on Populi under the Lesson “My Life Summary Template”).
- b. Review your My Life Summary information.
- c. Complete your CliftonStrengths assessment and review its findings. Purchase your test [here](#).
- d. Synthesize the MLS, CliftonStrengths, and CliftonStrengths readings information that pertains to your identified strengths, citing from the book and your CliftonStrengths assessment summary.
- e. Construct a written or video Executive Summary (ES). For this assignment, an ES is a 2-page document or 6–8-minute video with a 1+ page outline that introduces you to the reader. In your ES,
 - Note your name and when you were born,

- Describe your influencers to date,
- Highlight a few experiences which have shaped you thus far as a person (explaining what you have learned about leadership from these experiences), give your current understanding of three or more strengths from the CliftonStrengths test, describe how your unique strengths and experiences can add value in your current leadership contexts,
- Evaluate your personal relationship with Jesus Christ, Jesus' view on leadership, and the spiritual disciplines and practices that will enable you to become a godly servant leader,
- Describe how the student will lead himself/herself well because of the CliftonStrengths Assessment and describe how the knowledge gained from the CliftonStrengths test can help others or assist on a team.
- Describe the kind of leader you would like to be 2-5 years from now.
- To complete this assignment, students will follow these guidelines:
 - Complete and submit the My Life Summary.
 - Complete and submit the CliftonStrengths assessment report.
 - Include your name and birthdate.
 - Submit the correct length paper or video as described below.
 - Synthesize the MLS, CliftonStrengths, and CliftonStrengths readings information that pertains to your identified strengths, citing from the book and your CliftonStrengths assessment summary.
 - If submitting a paper:
 - Follow the Horizon Format Guide.
 - Include citations in footnotes when paraphrasing, summarizing, or quoting from other sources.
 - Include a bibliography.
 - If submitting a video:
 - Include a 1+ page outline that introduces the student to the reader.
- Related learning outcomes: #1, #2, and #5.
- **Assignment length:** 2 pages for your written summary **OR** a 6-8-minute ES video with 1+ page of notes in an outline.
- **Due date:** February 11, 2024.

4. *Strategic Leadership Development Plan* – 40%

This final assignment is meant to build upon what you have already learned, completed, or participated in (e.g., GLS, MLS) and to take you further as you take seriously your unique journey. You are required to write a *Strategic Leadership Development Plan* that is unique to your giftings and the areas you've discerned you want to grow in.

To write your Leadership Development Plan, use the **3-Goal Setting Template** found on Populi under the Lesson "3-Goal Setting Template." Be sure to submit your completed template to Populi when you submit your Leadership Development Plan.

Page 1: Begin by jotting bullet point notes in the boxed areas under each heading.

Pages 2-5: Describe your goals and growth plan in greater detail.

Your plan must **draw upon and cite your MLS, CliftonStrengths assessment, an in-class video, book readings, and GLS notes to answer the following questions:**

- What are my big goals?
- Which goals need to happen first?
- When do I want to achieve each goal?
- What obstacles might get in my way?
- How can I improve my chances of meeting my goals?
- Where can I go for support?
- How and when will I measure and review how I am doing?
- What assessment tools will I use along the way?
- Identify and explain two or more of Jesus' teachings on leadership in the New Testament.
- Identify two or more key New Testament teachings on spiritual disciplines and practices and explain how these teachings directly relate to godly living and leadership.

Your Leadership Development Plan may also include the following:

- Process graph (what my leadership process plan is).
- Descriptions of relevant reading material (e.g., book, article, etc.).
- A personalized list of self-reflection questions.
- One or two guiding scriptures or inspirational quotes.
- To complete this assignment, students will follow these guidelines:
 - Submit a 4-page paper.
 - Follow the Horizon Format Guide.
 - Include citations in footnotes when paraphrasing, summarizing, or quoting from other sources.
 - Include a bibliography.
 - Incorporate and cite GLS notes, MLS, in-class video, book readings, and CliftonStrengths assessment.
 - Include your completed 3-Goal Setting Template.
- Related learning outcomes: #1 and #6.
- **Assignment length:** 4 pages.
- **Due date:** February 16, 2024.

Video-on-Demand (VOD) Student Requirements

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

- For this course, VOD students have the *same* assignment due dates as in-class students.
- Each week, VOD students must watch and engage with all lecture content and in-class activities from that week's classes.
- By Tuesday at 5:30pm each week, VOD students are required to watch and engage with all lecture content and in-class activities from the previous week's classes.

- By Tuesday at 7:30pm each week, VOD students will have a short Zoom call with the professor to discuss the following items. The time between the students and the professor can be negotiated but must be before a 7:30pm start time. In this call, the student will
 - 1) affirm she/he has watched the required recording for the last seven days,
 - 2) summarize one thing she/he learned that week that will help her/him reach the course learning outcomes
 - 3) explain at least one question she/he has after watching the class recording,
 - 4) present to professor her/his top two GLS speakers and why (See Assignment #2.a.i.). **PLEASE NOTE:** January 30, during the Zoom meeting, is the date for VOD students to present her/his top two GLS speakers.
 - 5) provide evidence of her/his participation in at least one in-class learning activity from that week. Post this evidence in the appropriate week's Discussion on Populi (VOD Students Week #1 In-Class Activities, etc.)
- To pass the course, VOD students must submit all of their VOD weekly submissions. These submissions are marked are 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	N/A	Assignment Weighting
1. Reading Report (reading schedule under Assignment #1)	13 hrs	Feb 16, 2024	Pass/Fail
2. GLS Conference Review (GLS hours included here.)	24 hrs	Feb 4, 2024	40%
3. CliftonStrengths Executive Summary	12 hrs	Feb 11, 2024	20%
4. Strategic Leadership Development Plan	12 hrs	Feb 16, 2024	40%
Total =	91 hrs		

Assessment Rubrics

Assignment rubrics can be found on Populi. Click on the name of the assignment to access each rubric.

Course Outline

January 15-18	Unit I: What is Leadership?
January 22-25	Unit II: What kind of Leader am I? The Global Leadership Summit Preparation and Participation
January 29 - February 1	Unit III: GLS Debrief and Class Presentations & What kind of Leader am I?
February 5-8	Unit IV: Self-Leadership
February 12-15	Unit V: Leadership as Skill Course Evaluations

- First submissions of assignments will not be accepted after **February 16, 2024.**

Monday, February 19	GLS Conference Review (as necessary)
Tuesday, February 20	CliftonStrengths Executive Summary (as necessary)
Wednesday, February 21	Strategic Leadership Development Plan (as necessary)
Thursday, February 22	Secondary Resubmissions (as necessary)
Friday, February 23	Additional Resubmissions (as necessary)

- No resubmission of assignments will be accepted after **February 23, 2024.**

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 on Populi](#) 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 unless approval is granted by the Dean of the College.

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.

Assignment Completion

Professors usually will not accept assignments that have not been completed according to the instructions given in the syllabus. If a professor informs a student that a submitted assignment is incomplete, the student will be given the opportunity to complete and resubmit the assignment quickly. If this is not possible, the assignment will be regarded as submitted late.

Assignment 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 their competency, not earn letter grades. Assignments are the means by which instructors evaluate development of competency by

assessing learning outcomes as outlined in the syllabus and each assignment rubric. Once a student's assignment has met all competency requirements, the professor will assign a grade for that assignment. Likewise, a final course grade is not calculated until the end of the course. Students pass a course (with a B- or higher) only after they have demonstrated that they have *met or exceeded all competency requirements* for that course and, therefore, only after they have passed all assignments.

Horizon CBE Scale		Descriptor	Letter Grade	Grade Point	U of S Equivalency
E	Exceeding expectations	Student demonstrated exceptional achievement of the learning outcomes.	A+	4.0	90-100
			A	4.0	85-89
			A-	3.7	80-84
M	Meeting expectations	Student demonstrated good achievement of the learning outcomes.	B+	3.3	77-79
			B	3.0	73-76
			B-	2.7	70-72

If the student does not meet all competency requirements in a course and, therefore, does not pass all the assignments in a course, 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 according to the scale below.

BTM	Beginning to meet expectations	Student was beginning to meet learning outcomes.	C+	2.3	67-69
			C	2.0	63-66
			C-	1.7	60-62
NYM	Not yet meeting expectations	Student made insufficient progress toward meeting learning outcomes.	D+	1.3	57-59
			D	1.0	53-56
			D-	0.7	50-52
			F	0.0	0-49

Academic Integrity

Students learn best when practicing academic integrity. A lack of integrity is displayed in acts such as deception, abuse of confidentiality, cheating, inappropriate collaboration, or plagiarism. Plagiarism occurs when a student presents the words or ideas of another person or an artificial intelligence (AI) tool in such a way as to give others the impression that it is their own words or ideas. In academic writing, there should be no doubt which words or ideas are the student's and which are drawn from other sources or AI. Students are expected to submit their own original work and 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 [Student Handbook](#).

Accessible Learning Services Information

Horizon aims to provide an accessible learning environment for all our students. If you would benefit from learning accommodations due to temporary or ongoing physical or mental health

conditions or learning disabilities, please contact us as soon as possible to schedule a conversation. In all cases we ask that you 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 Richelle Bekkattla, Horizon's Library Technician, at library@horizon.edu.

Class Attendance

Students should attend all classes in order to facilitate competency development. Students are expected to be present through the delivery method that they registered for, either on campus or through live-streaming with their camera on. A student must be present for the full duration of a class period in order to be registered as present for the class. 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. 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.

Live-Streaming Etiquette

Students taking the course through live-streaming are required to indicate this during their course registration. While live-streaming access is available for on-campus students who are unable to attend class due to illness, on-campus students are expected to attend class in person following the class attendance policy.

If attending class online via live-stream, in order to be marked present for class, you must 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

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